

ANNUAL REPORT

2012/13



MANGAUNG

METROPOLITAN

MUNICIPALITY

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CHAPTER 1 – MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: MAYOR’S FOREWORD

MAYOR’S FOREWORD

The City envisions a municipality that will be striving to become a progressive municipality that is “*globally safe and attractive to live, work and invest in*”. To realise the mentioned vision, the City has adopted eight development objectives to be pursued during this term of local government.

- a) Poverty eradication, rural and economic development and job creation;
- b) Financial sustainability (*e.g. revenue enhancement, clean audit*);
- c) Spatial development and the built environment;
- d) Eradication of bucket system, VIP toilets in Botshabelo, Bloemfontein and Thaba Nchu, focus on the basic services, implementing feasibility study into building a solar plant. safety and security;
- e) Human Settlement;
- f) Public Transport;
- g) Environmental Management and Climate Change;
- h) Social and community services.

For the year under review, the city has attained mayor successes in relation to provision of municipal services, building of the requisite service delivery infrastructure, facilitating access to shelter, playing pivotal role in growing the GGP of the municipality and thus broadening the revenue tax base, ensuring a significant percentage of households have access to a basket of free basic services, provision of effective emergency and environmental health services and effective maintenance of service delivery infrastructure and assets. An overview of the following projects and services provided attest to the mentioned achievements.

- 211 976 (91.4%) households have access to electricity services;
- 94.54% of households on formal ervens have access to functioning basic water supply;
- 39 901 of registered indigent households have access to Free Basic Water, Free Basic Sanitation, Free Basic Electricity and Free Basic Waste Removal Serves;
- 519 households serviced with waterborne sanitation and their VIP toilets replaced;
- Embarked on the implementation of Water Demand Management Programme and the net result was the reduction of Non-Revenue Water in 2011/2012 to 30.3% in 2012/2013 financial year;
- 153 872 households provided with weekly kerb-side waste removal services in formal areas;
- 20 kilometers of roads have been resurfaced;
- 170 130 households have access to electricity services and 2535 households at Caleb Motshabi were electrified;
- 3949 households have access to housing opportunities,
- 429 households are allocated affordable rental housing units;
- Eight land parcels have been acquired to promote sustainable human settlement;
- Concept and detail designed two land parcels – Airport Development Node, Botshabelo and Thaba Nchu node,
- 100% completed phase One of Naval Hill Redevelopment Master Plan –the gate house and ablution block development projects at Naval Hill have been completed and the security and public lighting projects were 95% complete for the year under review;
- 2328 jobs were created through the EPWP projects;
- Completed the feasibility study on relocating the Zoo to a new site;
- Succeeded in promoting literacy in communities through acquiring new books for libraries;
- City has commenced implementing a number of programmes to ensure a healthy and safe environment for children and the aged
- Trees have been planted and hectares of alien plants have been removed
- City has succeeded in implementing set projects for pollution control with the exception of initiating waste minimisation projects;

- The City continues to provide efficient environmental health services – *food and water safety programmes, analysis of water and foodstuffs, pest, vector control and disinfestations services, etc;*
- The City continues to perform well in relation to promoting awareness and educate communities on HIV/AIDS;
- The City has met its set performance targets in relation to safety and security;
- Effective fire and disaster management services are being provided;
- Rehabilitated the athletic track to IAAF Class and 36 Tennis Courts in and around Mangaung;
- Implemented the Audit Action plan to rectify issues highlighted in the previous Auditor-General (AG) reports, efforts expended in improving the City's management and accounting processes and this entailed re-evaluation of all assets and liabilities,
- New valuation roll compiled and Property Rates Policy and By-laws reviewed in line with the provisions of the Municipal Property Rates act;
- The City's liquidity position has improved in recent years. Cash on hand improved to 37 days in 2012/2013 from a low 7.5 days in the 2010/2011 financial year;
- Unfunded liability has decreased from R519 million in 2012 to R121 million in 2013;
- Attained a collection rate of 93.10%;
- Effective internal audit services are being provided;
- Number of actions taken to prevent fraud, corruption and maladministration

Despite the highlighted successes, the following challenges will be dealt with in the outer years:

- *Ratcheting up* implementation of roads and storm-water projects and CAPEX programme in general;
- Ensuring availability of service delivery utilities for provision of services;
- Accelerating the development of Integrated Public Transport Network (IPTN) feasibility study;
- Ensuring that the Intermodal Transport Facility is in optimal use;
- Transport shelters are developed;
- Supporting SMMEs development and agricultural enterprises established;
- Supporting rural development through supporting the upgrading of irrigation schemes, initiating a number of small scale agricultural enterprises; and initiating food security programmes;
- Accelerating the implementation of projects geared towards upgrading cemeteries;
- Assisting orphans to access social services;
- Accelerating the implementation of projects – City entrance beautification, open space development,
- Facilitating the processes for establishment of metro police;
- The establishment of the disaster management centre and establishing the ambulance service unit;
- Development and implementation of IGR Strategy;
- Finalising partnership arrangements with Maseru and 2 metropolitan municipalities;
- Development and implementation of Knowledge Management Strategy;
- Improving the representivity of women in all occupational levels and categories;
- Implementing a number of critical human resources policies *viz* succession planning, career planning and pathing, scarce skills policy;
- Implementing a number of learnerships;
- Meeting all set performance targets in the approved audit plan.

The City has used community meetings, summits, stakeholder workshops, one-hour engagement with the Executive Mayor as platforms to engage communities and kept them abreast of the developments in the City.

The City has committed itself to eradicate the VIP toilets in Botshabelo, Thaba Nchu and Mangaung (Bloemfontein) in the next six years

The City has succeeded in fostering partnerships with the National Department of Water Affairs to ensure that there will be continued supply of water in the City and with the National and Provincial Departments of Human Settlement to eradicate VIP toilets in the municipal area.

The City is on course to attaining its set development objectives and will redouble its efforts in the outer years to deliver on its mandate in partnership with other spheres of government and government social partners.

(Signed by:)

Executive Mayor

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

The City has ensured that forward planning is concluded in relation to capital projects through the development and implementation of the Capital Project Procurement Plan and constantly monitoring the performance of the City in implementing its Capital programme. The net positive result has been the improvement in capital expenditure spent from 70% in 2011/2012 financial year to 83% in 2012/2013 financial year. However, efforts will be expended in the next financial year to ensure that the set performance target of 95% is attained.

The City has ensured that there is alignment between Council priorities and service delivery targets encapsulated in the Service Delivery and Budget Implementation Plan of the City. Periodic quarterly performance reviews of Heads of Departments were facilitated and areas that need improvements were highlighted.

The City continues to perform exceedingly well in relation to provision of municipal services with the exception of *roads and storm-water services*. The preceding executive summary on performance by the Executive Mayor provides a detailed account of the highlighted service delivery performance.

The City is succeeding in stabilising its financial position and a solid foundation is laid for financial sustainability and health of the City. A collection rate of 93.10% against a set target of 95% has been attained.

The City has been working actively with its municipal entity Centlec to ensure that approved Audit Action Plans are implemented effectively in addressing issues raised by the Auditor-General.

BRIEF OVERVIEW OF THE MANGAUNG METROPOLITAN MUNICIPALITY

The Mangaung Local Municipality (MLM) was established in 2000 with the amalgamation of four former transitional councils, but was recently (May 2011) elevated from a category “B” municipality to a category “A” metropolitan municipality. This new status presents both challenges and opportunities to the Mangaung Metropolitan Municipality (MMM) and it is against this background that the Municipality is excited to fulfil its Constitutional mandate by focusing on effective and efficient municipal service delivery, growing the economy and empowering its community. The council of Mangaung last year adopted a comprehensive integrated development plan covering this term of local government (2012 -2016). Critically the comprehensive IDP for the city was embedded and informed by the following eight key development priorities of the city:

- Poverty eradication, rural and economic development and job creation
- Financial sustainability e.g. revenue enhancement, clean audit
- Spatial development and the built environment
- Eradication of bucket system, VIP toilets in Botshabelo, Mangaung and Thaba Nchu, focus on the basics, building solar farming, power plant feasibility, safety & security
- Human Settlement
- Public Transport
- Environmental Management and Climate change
- Social and community services

This report will express itself to the strides the MMM has been taking in responding to the above in the year under review

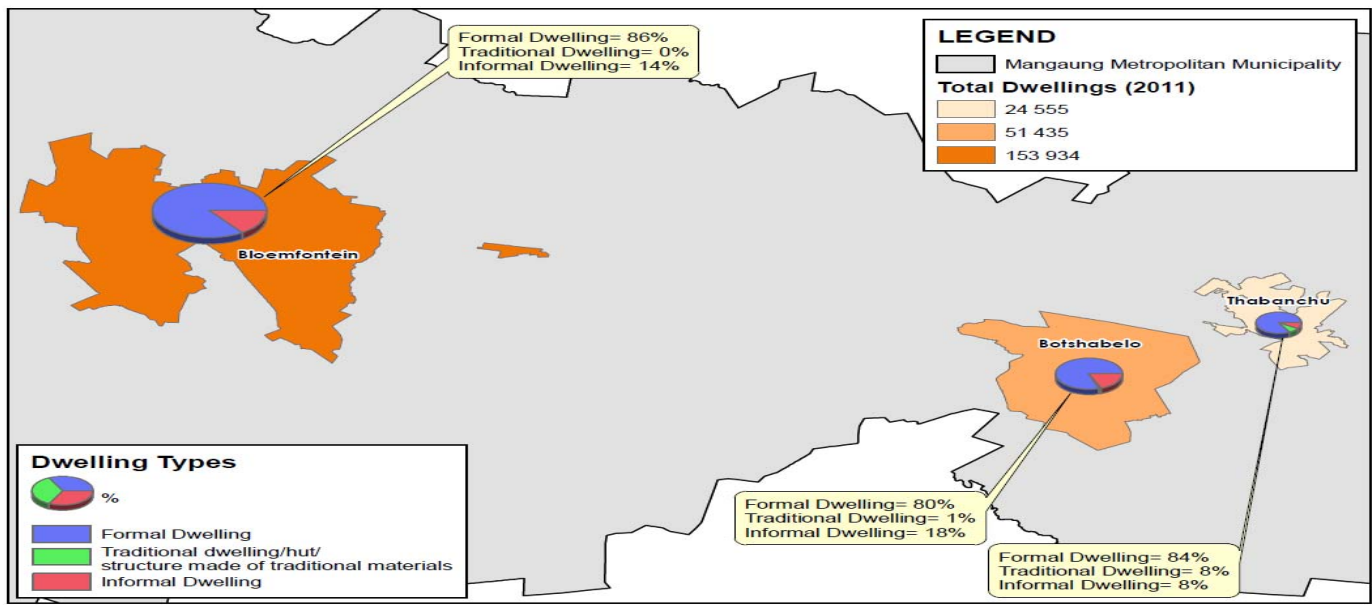
1.2 MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

Table 1.1: POPULATION DETAILS OF THE MUNICIPALITY 2012/13

Age	Male	Female	Total
0 - 4	37636	37712	75348
5 - 9	32930	32716	65646
10 - 19	65680	65102	130782
20 - 29	81005	76947	157952
30 - 39	56357	55545	111902
40 - 49	39649	46709	86358
50 - 59	26086	33234	59320
60 - 69	14251	20374	34626
70 +	8592	16905	25497
Total	362186	385245	747431

As the table above will indicate the population of Mangaung is fairly spread over all age groups but there are more young people than any other grouping with young people from the ages of 10 to 39 constituting the majority of the residents of Mangaung Metropolitan Municipality. This in essence means that the municipality has to tighten its efforts to areas of youth development and early childhood development.

Figure 1.1: FORMAL AND INFORMAL DWELLINGS IN MANGAUNG



Formal dwellings represent 86% of the households in the town of Bloemfontein; there are no traditional dwellings and about 14% informal dwellings. In Botshabelo formal dwellings represent 80%, traditional dwellings represent 1% and informal settlements represents 8%, in Thaba Nchu formal dwellings represents 84%, traditional dwellings 8% and informal settlements represent 8% of the total number of dwellings

1.2.1 SOCIO ECONOMIC STATUS

Although there is a significant shift in the unemployment rate in Mangaung it remains very high as the table below indicates. The biggest gap is with women and youth particularly black females, this in essence means that as a municipality we must increase our efforts in relation to creation of employment opportunities through amongst others; the EPWP initiatives and other skill development initiatives.

BELOW ARE TABLES RELATED TO SOCIO ECONOMIC STATUS OF THE MMM:

TABLE 1.2: SOCIO ECONOMIC STATUS

Socio Economic Status						
Year	Housing Backlog as proportion of current demand	Unemployment Rate	Proportion of Households with no Income	Proportion of Population in Low-skilled Employment	HIV/AIDS Prevalence	Illiterate people older than 14 years
2012/13	53,820	27.7%	11,4%	64%	85049	16%

Investigations in the municipality suggest that in the year under review our housing backlog stands at 53 820 and growing. This is because of the mushrooming of shacks and informal settlements, further this is exacerbated by the continuing influx of people from neighbouring small municipalities, provinces and countries (Lesotho). This in itself has a bearing on the metro's efforts of curbing unemployment which stands at 27, 7%.

Table 1.3: UNEMPLOYMENT RATES (POPULATION AGED BETWEEN 15 AND 64 YEARS)

	Male	Female	Total
Employed	115433	96313	211746
Unemployed	36151	45074	81225
Not economically active	95133	118818	213951
Unemployment rate	23.8	31.9	27.7

There are more employed people in Mangaung than those who are unemployed from the economically active groups, the challenge is that most people are employed in low skilled jobs because of amongst other things, their levels of education as the table below will demonstrate that about 38.0% of the labour force of Mangaung has completed some secondary and 28.2% have completed matric and only 12.7% has post matric qualification

Table 1.4: EDUCATION LEVEL (POPULATION AGED 15 YEARS AND ABOVE)

	Persons	Percentage
No schooling	20368	3.9
Some primary	64657	12.3
Completed primary	26242	5.0
Some secondary	200132	38.0

Grade 12/Std 10	148399	28.2
Higher	67007	12.7
Other	-	-
Total	526805	100.0

Table 1.5: EMPLOYMENT STATUS BY EDUCATIONAL LEVEL (POPULATION AGED BETWEEN 15 - 64 YEARS)

	Employed	Unemployed	Not Economically Active
<i>Persons</i>			
No schooling	4649	1778	7450
Some primary	18553	7653	26506
Completed primary	8152	4214	11918
Some secondary	61055	36307	93348
Grade 12 / Std 10	73167	26211	45292
Higher	45101	4922	12426
Other	1070	141	482
Total	211746	81225	197422
<i>Percentages</i>			
No schooling	2.2	2.2	3.8
Some primary	8.8	9.4	13.4
Completed primary	3.8	5.2	6.0
Some secondary	28.8	44.7	47.3
Grade 12 / Std 10	34.6	32.3	22.9
Higher	21.3	6.1	6.3
Other	0.5	0.2	0.2
Total	100.0	100.0	100.0

The worrying factor is that there is 6.1% of graduates from Institutions of higher learning who are unemployed and about 32.3% of those with matric who do not have jobs. This gives a distinct impression that the economy of Mangaung has not strengthened itself enough to be able to absorb this skill. There is a need for joint corporation between government and the private sector in ensuring that more job opportunities are being created and harnessed in the city.

Table 1.6: ANNUAL HOUSEHOLD INCOME

Income levels	Households	Percentages
No income	26408	11.4
R 1 - R 4800	10759	4.6
R 4801 - R 9600	15785	6.8
R 9601 - R 19 600	39773	17.2
R 19 601 - R 38 200	46813	20.2
R 38 201 - R 76 400	32665	14.1
R 76 401 - R 153 800	23928	10.3
R 153 801 - R 307 600	18641	8.0
R 307 601 - R 614 400	11654	5.0
R 614 001 - R 1 228 800	3674	1.6
R 1 228 801 - R 2 457 600	982	0.4
R 2 457 601 or more	826	0.4
Total	231908	100.0

Table 1. 7: OVERVIEW OF NEIGHBOURHOODS WITHIN MANGAUNG METROPOLITAN

Formal residential	Households	Population
TOWNS		
Woodlands Estate	741	1941
Rayton SH	285	741
Hillsborough	96	282
Heuwelsig	1056	2595
Dan Pienaar	1917	5601
Pentagon Park	1053	2262
Helicon Heights	189	525
Bayswater	1401	4485
Bayswater Rural	264	747
Bob Rodgers Park	102	378
Noordhoek	636	2130
Waverley	900	2739
Baysvalley	366	765
Langenhoven Park	5232	11370
Tempe	81	387
Brandwag	996	3054
Westdene	1371	3633
Arboretum	111	165
Bloemfontein Central	1920	4443

Formal residential	Households	Population
Navalsig	768	2376
Hilton	540	1746
Park West	753	1524
Universitas	3681	7905
Wilgehof	1044	3897
Willows	2379	5904
Oranjesig	129	336
Hospitaalpark	882	2619
Generaal De Wet	834	2595
Fichardt Park	2514	8511
Gardenia Park	543	1635
Fleurdal	873	2199
Uitsig	1428	4311
Ehrlich Park	1257	4644
Pellissier	1965	6129
Fauna	1347	4575
Lourierpark	942	3177
TOWNSHIPS		
Batho	7224	20496
Bochabela	4221	11211
Joe Slovo	1416	5145
Phahameng	3834	10935
Rocklands	16086	48207
Namibia	1320	4722
Freedom Square	7281	24129
Chris Hani	2082	7359
Turflaagte	3567	11241
Kopanong	3612	11730
Mangaung SP	888	2256
J B Mafora	4446	14202
Bloemanda	5679	19281
Heidedal	2205	8940
Ashbury	2760	11478
Bloemside Phase 1	954	3642
Grasslands	8844	28704
Bloemside Phase 3	1458	5247
Bloemside Phase 2	1527	5781
Rodenbeck	9291	30945

Formal residential	Households	Population
Mandela View	273	819
Thaba Nchu		
Bultfontein 5	1011	3330
Bultfontein 2	2052	7116
Thabanchu 3	18	45
Bultfontein 1	1737	5439
Bultfontein 4	1677	5580
Bultfontein 3	1803	5979
Selossha Ext 3	807	2262
Station View	177	549
Mokwena	540	1545
Selossha	3933	12252
Flenter	15	99
Moroka	378	1149
Moroka Ext	246	822
Botshabelo		
Botshabelo K	4023	15198
Botshabelo F	5742	18138
Botshabelo J	3291	12411
Botshabelo G	1713	6582
Botshabelo C	3309	12969
Botshabelo SP	3477	12333
Botshabelo B	921	3618
Botshabelo E	2280	8754
Botshabelo A	2640	10095
Botshabelo L	2580	9597
Botshabelo T	2445	8649
Botshabelo N	2550	8763
Botshabelo M	2706	9741
Botshabelo D	2241	8397
Botshabelo W	3048	10725
Botshabelo U	3579	12621
Botshabelo V	1410	4593
Botshabelo S	1266	4488
Woodbridge	81	282
TRADITIONAL RESIDENTIAL		
Bofulo	69	198
Rooibult	105	321

Formal residential	Households	Population
Kgalala	129	378
Talla	150	435
Modutung	162	420
Morago	135	426
Sediba B	57	216
Houtnek	33	93
Sediba A	168	444
Spitsko	87	258
Rakhoi	66	174
Longridge	21	42
Middeldeel	105	303
Maraisdal	54	141
Ratabane	69	222
Merino	150	384
Paradys	147	417
Moroto	129	405
Feloane Trust	180	450
Tiger River	123	321
Potsane	129	351
Thubisi	75	219
Rooifontein	294	978
Motlala	327	1134
Tabane	78	237
Post	15	21
Kommissiedrif	96	252
Nogas Post	114	285
Eureka	6	12
Gladstone	249	771
Tweefontein	90	249
Grootdam	48	135
Balaclava	60	222
Yorksford	102	312
Woodbridge	45	156
Rietfontein	90	210
Springfontein	36	99
Klipfontein	63	183
MAN: Mangaung	4059	11856
INFORMAL RESIDENTIAL		

Formal residential	Households	Population
BLOEMFONTEIN		
Grasslands	2370	5898
Bloemside Phase 2	312	813
Rodenbeck	5241	15477
Mangaung		
Rocklands	126	369
Freedom Square	324	906
Kopanong	1710	4287
J B Mafora	3504	8451
Thabanchu		
Bultfontein 3	9	24
Mokwena	2169	6999
Ratlou	1338	4260
Thaba Nchu 21	600	2070
Moroka	1812	5721
Ratau	1377	4476
Botshabelo		
Botshabelo K	12	9
Botshabelo F	1080	2796
Botshabelo C	-	6
Botshabelo SP	48	48
Botshabelo B	6	9
MAN: Mangaung	22038	62616

Table 1.8: NATURAL RESOURCES

MAJOR NATURAL RESOURCE	RELEVANCE TO COMMUNITY
Water	Provision of water is very essential to any community
Vast Agricultural land	Given the high unemployment rate, communities still have access to land for agricultural activities
Sunshine	Solar power
Naval Hill	Being developed as a tourist attraction

1.2.2 KEY CHALLENGES AND OPPORTUNITIES FOR THE CITY

1.2.2.1 Finance

There is still some under spending in terms of capital projects with the total capital expenditure spent for the year under review at 83%. There is an urgent need of timely developing and implementing a Procurement Plan and enhance the City's technical capacity for planning.

1.2.2.2 Human settlements

In order to fast-track the delivery of housing services, the City should aim at obtaining accreditation as a housing service provider. Level 2 accreditation has already been received but it does not allow the municipality to build houses. In order to address the shortage of housing, especially among the gap market developments around Vista Park Phases 2 & 3 as well as the Hillside View should be fast-tracked. These projects will consist of both RDP and bonded houses.

Although the Municipality is delivering on backlogs, the problem is exacerbated by the influx of farm workers into the urban areas. The eradication of backlogs has a long-term effect. The Municipality's infrastructure needs are enormous, hence the challenge to balance the demands for services with the available resources

1.2.2.3 Social services

To improve the City's performance the Council needs to approve the establishment of the Metro Police, Ambulance Services and a Municipal court.

Since the City obtained a Metro Status it is expected to have a Disaster Management Unit, the location of this unit is still being investigated as to where does it fit in within the City's new structure.

The City must render services in a sustainable manner and be able to generate revenue which is currently not happening and this is as a result of the lack of resources, non-visibility of traffic officers who are not able to deal with crimes related to traffic offences.

The intermodal facility was expected to be operational by the 31st of December 2011, therefore the City need to work towards the acquisition of a transport authority status. As such the MEC should be engaged and skills with regard to the running of the facility should be acquired. There should be a Metro chief located within the high office within Council and this should be included in the structure that is still to be finalized. The City should consider the establishment of a movable fire station. When we make plans for the City, the assistance of people in rural area must be kept in mind e.g. the building of a library in rural areas. The shortage of staff in social services should be filled with appropriately qualified personnel. Persons with disabilities should be prioritised. The Museum in Elrichpark should be upgraded or rehabilitated. Final report has been submitted by the consultant to the Office of the HOD: Social Services on the relocation of the Zoo

1.2.2.4 RELEVANCE OF THE 4 MAJOR NATURAL RESOURCES

The city has been redeveloping naval hill as a precinct for tourism, a statue of former President Nelson Mandela is already proving to be a major trump card to attract lot of visitors to the hill, this natural resource is an important asset to tourism efforts in the city. Sunshine in Mangaung is all year round although it is cold in some parts of the year but imperative for the city in the efforts of eradicating the 6% electricity backlogs in the city. Already some new housing developments are fitted with solar energy sources and are working well. Water as a scarce resource is another imperative natural resource in the city and although there are still huge water backlogs they are largely because of the continuous mushrooming of informal settlements. There are more than 44 rural trusts in the city and all have vast grazing and ploughing land suitable for agricultural activity. Also the periphery of the city is surrounded with farms and, this means that there are serious growth potentials for agricultural development in the city.

1.3 SERVICE DELIVERY OVERVIEW

The city has been able to deliver more than 3000 title deeds to its citizens in the financial year 2012/13 and provided over 2890 housing opportunities. The Brandwag social housing project represents a key delivery milestone in integrated human settlements in the city. The City has attained the following milestones in relation to provision of municipal services.

- 211 976 (91.4%) households have access to electricity services;
- 94.54% of households on formal ervens have access to functioning basic water supply;
- 39 901 of registered indigent households have access to Free Basic Water, Free Basic Sanitation, Free Basic Electricity and Free Basic Waste Removal Services;

- 519 households serviced with waterborne sanitation and their VIP toilets replaced;
- 153 872 households provided with weekly kerb-side waste removal services in formal areas;
- 20 kilometers of roads have been resurfaced;
- 170 130 households have access to electricity services and 2200 households at Caleb Motshabi were electrified;

1.4 FINANCIAL HEALTH OVERVIEW

The city has improved its billing system and cleaned its consumer database. Further the city is correcting meter reading, maintaining infrastructure and bolstering Revenue Collection Section. Key to this was to improve the City's Audit Outcome, increase the revenue envelope and to improve the financial position of the City.

Therefore, in the current financial year, the city financial position continues to stabilise. Specifically, the city is funding its operational expenses through cash collection without any external borrowings and bank overdraft to meet its cash flow requirements. All conditional grants have been ring-fenced to ensure that they are released only to defray capital expenditure.

The city is on course to improving its financial position and there are indications that there has been an improvement in the 2012/13 financial year. Thus, while cash on hand improved to 37 days from a low 7.5 days in 2011, the net cash position remains negative due to previously utilized conditional grants and the need to cash fund retirement obligation liability. While long term outstanding debtors remain high, debtors control has strengthened with the collection rate averaging 93.10% for the 2012/13 financial year.

The City has committed to ensuring prudent financial management and fiscal discipline through developing and reviewing internal controls; establishing various oversight committees and improving capacity within financial management as evidenced by an improvement from a disclaimer to a qualified audit opinion.

The City was graded with A2 Short Term Grading which means that the liquidity factors and organizational fundamentals are sound. The City was further graded with a Long Term Credit Rating of BBB+, which is an investment friendly rating. This means that Mangaung Metro will be able to provide improved services because we can obtain credit at competitive rates in the open market.

1.5 ORGANISATIONAL DEVELOPMENT OVERVIEW

The municipality has embarked on the process of establishing a fully-fledged metropolitan municipality to rise up to challenges wrought by the acquired Metropolitan Municipality status. Council approved the macro structure on 28 June 2011, followed by the approval of the appointments of the Heads of Directorates on 29 September 2011.

Furthermore, on the 28th of February 2012 Council approved the organisational structure for the top three layers, i.e. up to General Manager (Sub-directorate) level. Subsequently, the micro structure reflecting all sub-components and concomitant positions was developed and refined and submitted to the City Manager on 23 May 2012. The municipality has implemented a number of skills development programmes targeting municipal employees

The municipality has embarked on an intensive employee placement programme. The aim of this programme is to ensure that all employees are placed in areas that match their skills and competencies so that they can contribute positively to organisational growth and this process is near finalisation.

CHAPTER 2- GOVERNANCE

INTRODUCTION

Municipalities in South Africa are governed by Municipal Councils. Mangaung Council is therefore the governing body of the Mangaung Metropolitan Municipality and the custodian of its powers, duties and functions, both legislative and administrative. Essentially, the Council performs a legislative and executive role. The Constitution of the Republic of South Africa, 1996, Chapter 7, Section 160 (1) defines the role of the Council as being:

- (making) decisions concerning the exercise of all the powers and the performance of all the functions of the municipality;
- (electing) its chairperson;
- (electing) an executive committee and other committees, subject to national legislation;
- (Employing) personnel that are necessary for the effective performance of its functions.

Municipal Council comprises the governing and decision making body of the Municipality whilst municipal officials and staff focus on implementation. Council determines the direction for the municipality by setting the course and allocating the necessary resources. Council establishes the policies, and municipal staff ensures that those policies are implemented. Decisions made at Council or committee level are often the result of a lot of research, consultation and advice from staff, residents, business people, and interested parties. Often there are competing interests and financial constraints that must be considered.

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

2.1 POLITICAL GOVERNANCE

The Mangaung metropolitan Municipality is governed by a council led by an Executive Mayor, all major policy and administrative decisions are presented, resolved and implemented after the approval of council. The political system in the municipality is well functioning in that all major committees and participatory organs in the Metro are fully functional. The Municipality has a functional oversight committee that meets regularly to consider policy direction and track performance of the municipality, There is a functional audit committee, There is a Municipal public accounts committee that continues to interrogate municipal performance and thus assist the municipality to act in the manner that assist service delivery. The annual report is publicized for scrutiny and comment of the public as well.

2.1.1 POLITICAL STRUCTURE OF THE MMM

1. Executive Mayor: Councillor Thabo Manyoni
2. Deputy Executive Mayor: Councillor Connie Rampai

3. Speaker: Councillor Mxolisi Siyonzana
4. Chief Whip: Councillor Zolile Mangcotywa

TABLE 2.1: MEMBERS OF THE MAYORAL COMMITTEE

Members of the Mayoral Committee	Responsible Councillor
Finance	Councillor Nthabiseng Mokotjo
IDP	Councillor Connie Rampai
Human Settlements	Councillor Xolo Pongolo
Rural Development and Environment	Councillor Sabelo Monnakgori
Economic Development and Tourism	Councillor Mmaneheng Tsomela
Development Planning and Urban Management	Councillor Papiki Moeng
Health and Social Development	Councillor Maditaba Matsoetlane
Corporate Governance and Administration	Councillor Nesta Rabela
Infrastructure and Services	Councillor Lebogang Masoetsa
Transport, Security and Emergency	Councillor Moses Sekakanyo

The Mangaung Council is constituted by 97 elected public representatives of which 49 are ward representatives and 47 represent their political parties on a proportional basis. The parties in Council are illustrated in the table below.

TABLE 2.2: POLITICAL PARTIES REPRESENTED IN THE COUNCIL

Political Parties in Council	Total Seats	Ward Seats	PR Seats
African National Congress	65	38	27
Democratic Alliance	26	11	15
Freedom Front	2	-	2
African People's Convention	1	-	1
Congress of the People	3	-	3

TABLE 2.3: THE GOVERNANCE STRUCTURE OF MANGAUNG METROPOLITAN MUNICIPALITY

Structure	Responsible for	Oversight Over	Accountable to
Council	Approve policies and budget	Executive Mayor, Mayoral Committee and Audit Committee	Community
Executive Mayor	Policies, budget, outcomes, management and oversight over City Manager	City Manager	Council
City Manager	Outputs and implementation	The administration	Executive Mayor
CFO & EMT	Outputs and implementation	Financial management and operational functions	City Manager

POLITICAL DECISION TAKING

A routing system of matters reserved referred to the Council is followed, namely:

Reports are initiated by the Heads of Departments and submitted to the Corporate Secretariat Sub-Directorate. The reports are covered with a yellow cover page, numbered, headed and registered in the Council Item Register Book to indicate that the reports have been entered as an item into the system. The items are sent to the City Manager for scrutiny. The City Manager engages with the reports, indicates under comments whether the reports are recommended for consideration to the Executive Mayor, signs it and the items are then forwarded to the Executive Mayor for political engagement. The Executive Mayor then under comments on the yellow cover page indicates whether he approves the items, whether the items should be served on an agenda of the relevant Section 80 Committee meeting or whether the items should go to Council, signs the yellow form and sent it back to the Corporate Secretariat Sub-Directorate. The items with the yellow cover page, now fully completed with all the necessary comments and signatures, are then included in the agenda of the next ordinary/special agenda of the Mayoral Committee where all the approved items be placed on the agenda of the Council to serve before the Council for final approval.

Items on the agenda of the ordinary meetings of the Mayoral Committee and the Council are categorized as follows, namely:

Section A	-	Items for Consideration
Section B	-	Items in terms of Delegated Power
Section C	-	Items for Information

Once the Council has decided on a report, it is then a resolution of the Council. The City Manager executes the decision/resolution taken by the Council by issuing execution letters to the relevant Departments.

Decisions/Resolutions taken by the Mangaung Metropolitan Municipal Council: -

Meetings held: July 2012 – Dec 2012	=	89 Resolutions
Meetings held: Jan 2013 – Jun 2013	=	44 Resolutions
Total Resolutions		133

2.2 ADMINISTRATIVE GOVERNANCE

The administration is headed by the City Manager as the Chief Accounting Officer. The day-to-day management of the Municipality is done by staff under the direction of the City Manager and Heads of Departments. The City Manager and Heads of Departments have broad and general management responsibilities, such as making sure staff is kept abreast on Council's direction, and identifying gaps in service delivery. Together with Council they must monitor progress on set goals and priorities.

TOP ADMINISTRATIVE STRUCTURE

The administration is made up of the following Departments headed by members of the Executive Management Team:

1. City Manager
2. Head: Corporate Services
3. Head: Finance
4. Head: Engineering service
5. Head: Strategic Services and Projects
6. Head: Social Development
7. Head: Planning
8. CEO: Centlec (entity)
9. Deputy Executive Director: monitoring and performance

COMPONENT B: INTERGOVERNMENTAL RELATIONS

2.3 INTERGOVERNMENTAL RELATIONS IN THE CITY

The City participates in Intergovernmental Forum at national and provincial level. The municipality participates actively in the Premier Co-ordinating Forum (PCF) and the MECLOGA to raise challenges facing the municipality with other municipalities, provincial government departments and South African Local Government Association (SALGA) Free State Provincial Chapter. Further the city is a member of the Forum of Heads of Departments in the province (FOHOD).

At national level, the municipality participates in Human Settlement MINMEC which is a platform to provide progress in implementing the Urban Settlement Development Grant (USDG) and tease out the impact and outcome thereof.

The benefit of participating in these structures is highlighted in opportunities to be harnessed by the municipality in fostering strategic partnerships with government departments.

RELATIONSHIP WITH MUNICIPAL ENTITIES

The municipality has established a municipal entity Centlec to provide electricity services to its citizen and manage and maintain public lightning on the behalf of the City. The decisions of Centlec, are taken by a duly constituted Board of Directors and through the business plan and Sale of Business agreement the entity account to the City through the Executive Mayor

COMPONENT C: OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION

As provided for in Legislation the municipality convened a series of meetings using a ward clustering system to involve communities to participate actively in the unfolding planning, monitoring and budgeting processes

The Municipal Systems Act (MSA) states that the IDP must include a vision for the long-term development of the municipality and development priorities, which must be aligned with national and/or provincial sectoral plans and planning requirements. In terms of the MSA and Municipal Finance Management Act (MFMA), the Municipality has been reviewing its Integrated Development Plan and the organizational scorecard on an annual basis whilst on the other hand compiling the Service Delivery and Budget Implementation Plans for each year.

Annual reports address the performance of the Municipality against its performance measures as outlined in the service delivery and budget implementation plan. The SDBIP primarily captures annual delivery agenda of the municipality as spelt out in the Integrated Development Plan and the budget. In sync with the deeply entrenched culture of public participation, the setting of the delivery for the period under review was highly participatory. The participation in the IDP as well as the budget encompassed involvement in the planning for the development and budget allocation including implementation of programmes and projects that require community involvement for them to be sustainable and have the lasting impact.

2.4 PUBLIC MEETINGS

The Mangaung Metropolitan Municipality consult with the public throughout the financial year on IDP and tariffs including annual reports and by laws, The Municipality has 49 wards and 45 of them have functional ward committees who together with their ward councillors convene regularly and discuss service delivery issues in the ward. Because of the vast nature of our Municipality we cluster wards to be able to reach a wider audience as possible and consult with our public from November to April on the revised tariffs and IDP priorities. The Municipality publishes its public meetings in local newspapers and radio stations and also on municipal website.

The following is a list of documents published and made available to the public yearly:

- The annual and adjustments budgets and all budget-related documents;
- All budget related policies
- The Annual Report
- All Performance Agreements required in terms of section 56 of the Municipal Systems Act
- All Service Delivery Agreements
- All Municipal Tenders
- All Weekly Quotations of the Municipality

- All quarterly reports tabled in the council in terms of section 52 (d)
- All Vacancies of the Municipality
- Information about Tourism and Places of interest in Mangaung
- Contact Information for all Directorates and Sub-Directorates
- The Integrated Development Plan (IDP)
- The Service Delivery and Budget Implementation Plan (SDBIP)
- Spatial Development Framework (SDF)
- Council Resolutions

WARD COMMITTEES

Ward committees in the Metro serve as community liaison with the municipality. They pick up day to day service delivery issues in wards and through the ward councillor they advance those issues for council attention. Ward committees are a single most important cadre that government has to ensure efficient and result based participatory system

Table 2.4: PUBLIC MEETINGS

Public meetings					
Nature and purpose of the meeting	Dates of event	No of participating councillors	No of participating Municipal councillors	Number of community members attending	Dates and manner of feedback given to community
IDP and budget consultative meetings	Nov - March	All ward councillors of the clusters involved	All ward councillors of the clusters involved, the deputy mayor and the Speaker	Numbers vary from cluster to cluster but no less than 750 people normally attend	Feedback is provided during the second round of the consultations normally in March
Annual report	Feb - March	All councillors	All councillors	Numbers vary from cluster to cluster but no less than 750 people normally attend	Feedback is provided during the second round of the consultations normally in March
By laws	As and when they are up for public consumption	Councillors affected	Councillors affected and the relevant MMC	Numbers vary from cluster to cluster but no less than 750 people normally attend	Feedback provided after consultations have been finalised and council has resolved
Tariffs	Nov to	All ward	Councillors affected	Numbers vary from	Feedback is provided

Public meetings					
Nature and purpose of the meeting	Dates of event	No of participating councillors	No of participating Municipal councillors	Number of community members attending	Dates and manner of feedback given to community
	March	councillors of the clusters involved	and the relevant MMC	cluster to cluster but no less than 750 people normally attend	during the second round of the consultations normally in March
SDF and other sector plans	Nov to March	All ward councillors of the clusters involved	Councillors affected and the relevant MMC	Numbers vary from cluster to cluster but no less than 750 people normally attend	Feedback is provided during the second round of the consultations normally in March

Public engagements in the city have by far been the most successful issue in the sense that public is given an opportunity to contribute, interrogate and engage on municipal priorities and furthermore the municipality organise feedback sessions to report back on what communities have been saying and how the municipality is responding. The IDP of the municipality also has a column that speaks to community needs and municipal responses.

2.5 IDP PARTICIPATION AND ALIGNMENT

Table 2.5: IDP AND ALIGNMENT

IDP Participation and alignment criteria	Yes/no
Does the municipality have impact, outcome, input, output indicators	yes
Does the IDP have priorities, objectives, KPI's development strategies?	yes
Does the IDP have multiyear targets?	yes
Are the above aligned and can they calculate to a score	yes
Does the budget align directly to the KPI in the strategic plan?	Yes
Do the IDP KPI align to section 57 managers?	yes
Do the IDP KPI lead to functional area KPI as per SDBIP	yes
Were the indicators communicated to the public	yes
Were the four quarter aligned reports submitted within stipulated time frames?	yes

COMPONENT D: CORPORATIVE GOVERNANCE

OVERVIEW OF CORPORATE GOVERNANCE

2.6 RISK MANAGEMENT

The Municipal Finance Management Act (MFMA) places an injunction on the municipality to maintain an effective, efficient and transparent system of risk management. Risk management is a systematic and formalised process instituted by an organisation to identify, assess, manage and monitor risk. The municipality had anticipated the following benefits to be derived from the implementation of risk management in the municipality:

These were:

- Informed decisions underpinned by appropriate rigour and analysis;
- More sustainable and reliable delivery of services
- Innovation;
- Reduced waste;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and
- Better outputs and outcomes through improved project and programme management

The municipality has developed twelve strategic risks that covers all of its operations and these have been rated.

These are:

- High poverty and unemployment levels in the City;
- Threatened sustainability and financial viability of the City;
- Lack of integrated built environment;
- Inadequate service delivery;
- Inadequate housing opportunities;
- Ineffective public transport system;
- Climate change and environmental degradation;
- Inadequate social and community services;
- Reputation risk
- Fraud and corruption;
- Inadequate Information Technology and Communication
- Inability to assure good governance

The departmental risk registers have been developed and these will be guiding the municipality in mitigating risk inherent to operations in various departments.

2.7 ANTI FRAUD AND CORRUPTION

The municipality has adopted the Anti-Fraud and Corruption Policy that guides its efforts in preventing the occurrence of fraudulent activities. For the year under review the Anti-Fraud and Corruption Unit has conducted 24 investigations to deal with alleged fraudulent or corrupt activities. The municipality has established an Audit Committee that is periodically reviewing and advising on internal controls of the municipality. The Audit Committee is administratively supported by the Internal Audit Unit.

2.8 BY- LAWS

Public participation on by – laws development processes was facilitated during the annual review of the IDP and Budget, except for the Parking By-Laws which were conducted in terms of policy on the development and review of policies and by-laws.

Table 2.6: BY-LAWS INTRODUCED DURING YEAR 2012/13

Newly Developed	Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-Laws Gazetted* (Yes/No)	Date of Publication
Parking By-Laws		Yes	Sept / Oct 2013	Yes	22-Mar-13
Tariff By-Laws		Yes	March - May 2012	Yes	22-Mar-13
Credit Control & Debt Collection By-Laws		Yes	March - May 2012	Yes	22-Mar-13
	Property Rates By-Laws	Yes	March - May 2012	Yes	22-Mar-13

2.9 MUNICIPAL WEBSITE: CONTENT AND CURRENCY OF MATERIAL

Table 2.7: MUNICIPAL WEBSITE: CONTENT AND CURRENCY OF MATERIAL

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
Current annual and adjustments budgets and all budget-related documents	Yes	06/02/13 & 06/05/13
All current budget-related policies		6-May-13
The previous annual report (Year -1)	Yes	Logs spoiled
The annual report (Year 0) published/to be published	Yes	Logs spoiled

Municipal Website: Content and Currency of Material		
Documents published on the Municipality's / Entity's Website	Yes / No	Publishing Date
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (Year 0) and resulting scorecards	No	
All service delivery agreements (Year 0)	No	
All long-term borrowing contracts (Year 0)	No	
All supply chain management contracts above a prescribed value (give value) for Year 0	Yes	15, 28 Jan, 6, 15 Feb, 13, 30 April, 30 May 2013
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during Year 1	No	
Contracts agreed in Year 0 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	
Public-private partnership agreements referred to in section 120 made in Year 0	No	
All quarterly reports tabled in the council in terms of section 52 (d) during Year 0	Yes	16 Jan, 6, 13, 18 Feb, 19 March 13, 16 April, 7, 18 May, 14 June 2013

The Previous Internet Website and Server has been in place since 2002. Because the server has been utilized for 11 years and outdated, it has been hacked several times until damaged beyond repair and the database ultimately corrupted.

A New Server has been deployed with the latest release of WordPress and SQL. A New Website has been designed and launched on 7 June 2013. All information that needed to be published since 1 January 2013 has been received and published onto the New Internet Website.

The New Website also contains the new structure based on the new organogram of the newly found Mangaung Metropolitan Municipality. All Directorates and Sub-Directorates have been requested to send all relevant information to the WebMaster to be published onto the new website. The new Internet Website has been designed to be date driven and keep history of all documents and information from date of publishing.

Website Visitor Traffic and Usage Statistics - www.mangaung.co.za

Report Period (Duration: 23 days, 14 hours), From Jun-07-2013 09:30 To Jun-30-2013 23:59.

Unique Visitors 17231, Homepage Hits 16938, Total Web Site Hits 576442, Bandwidth Used 18.35 GB,

Homepage Hits Average per day 705, Webpage Views Average per day 24018, Unique Visitors Average per day 717.

INTRODUCTION

For the year under review the City continues to make significant strides in extending access to water and sanitation services, facilitated access to housing, implemented a number of projects to support SMME and rural development, facilitated the development of Airport Development Node, ensured that indigent households had access to Free Basic Water, Electricity, Sanitation and Refuse removal services and promoted development through prompt processing of development applications, provided efficient environmental health and emergency services and rehabilitated social amenities. Effective maintenance of assets was carried out that included resurfacing roads, rehabilitation of roads, storm-water canals, catch pits and pedestrian paving, electricity service infrastructure (network, streetlight maintenance,

The City has through its municipal entity, CENTLEC has ensured that a significant number of households totalling 211976 (91.4% of the total households) have access to electricity services.

COMPONENT A: BASIC SERVICES

3.1 WATER PROVISION

Table 3.1: WATER SERVICE DELIVERY LEVELS

	Households	Percentages
Water: (above min level)		
Piped (tap) water inside dwelling/institution	106819	46.1
Piped (tap) water inside yard	94159	40.6
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	19669	8.5
<i>Minimum Service Level And Above sub-total</i>	220647	95.2
Water: (below min level)		
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	4405	1.9
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	1333	0.6
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	596	0.3
No access to piped (tap) water	4940	2.1
<i>Below Minimum Service Level And Above sub-total</i>	11274	4.9
Total	231921	100.0

Table 3.2: HOUSEHOLDS-WATER SERVICE DELIVERY LEVELS BELOW THE MINIMUM

Households-Water Service Delivery Levels below the minimum	
	2012/13
Formal residential	
Total households	189155
Households below minimum service levels	3383
Proportion of households below minimum service level	1.7%
Informal residential	
Total households	20267
Households below minimum service levels	5278
Proportion of households below minimum service level	26.0%

Figure 3.1: ACCESS TO WATER 2012/13

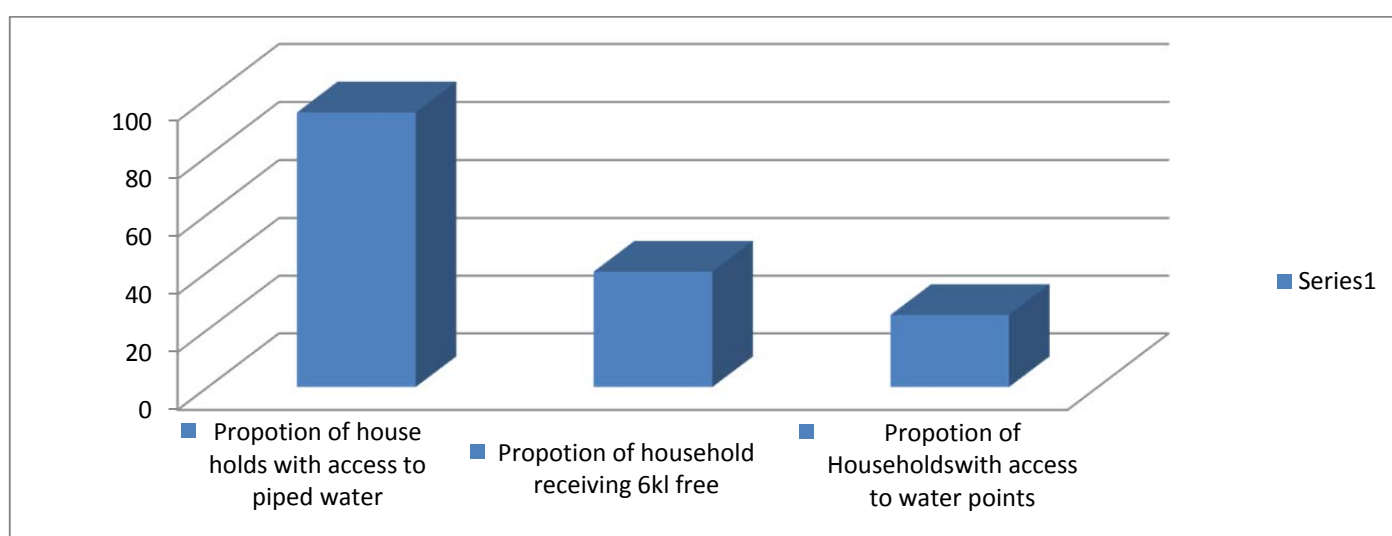


Table 3.3: WATER AND SANITATION SERVICE POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Eradicate water backlog	Ensure that formal domestic customers receiving water services	Formal domestic customers are receiving water services	% of formal erven with access to functioning basic water supply	95.19%	94.53% of formal erven with access to functioning basic water supply	94.54% of formal erven with access to functioning basic water supply	+ 0.01%	None
	Address backlog of consumer units provided with a basic level of potable	Consumer units provided with a basic level of potable water above RDP	Number of consumer units provided with a basic level of potable water above RDP standards	153 875 3645 houses	158 771 of consumer units provided with a basic level of	158 740 of consumer units provided with a basic level of potable water above RDP standards	-31 of consumer h\has not provided	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	water above RDP standards	standards			potable water above RDP standards			
	Provide consumer units provided with access to a free basic level of potable water, by means of an individual HH supply or in informal areas by means of a standpipe within 200m	Consumer units provided with access to a free basic level of potable water, by means of an individual HH supply or in informal areas by means of a standpipe within 200m	Number of consumer units provided with access to a free basic level of potable water, by means of an individual HH supply or in informal areas by means of a standpipe within 200m	-	All indigent households have access to free basic water supply	All indigent households have access to free basic water supply (39 901 h/hs)	None	None
Eradication of bucket system and VIP toilets	Ensure that formal domestic customers receiving sewerage services	Formal domestic customers receiving sewerage service	No. of formal domestic customers receiving sewerage services	76.06%	500	519 households serviced with water borne	+ 19	None

Table 3.4: CAPITAL WATER SERVICES

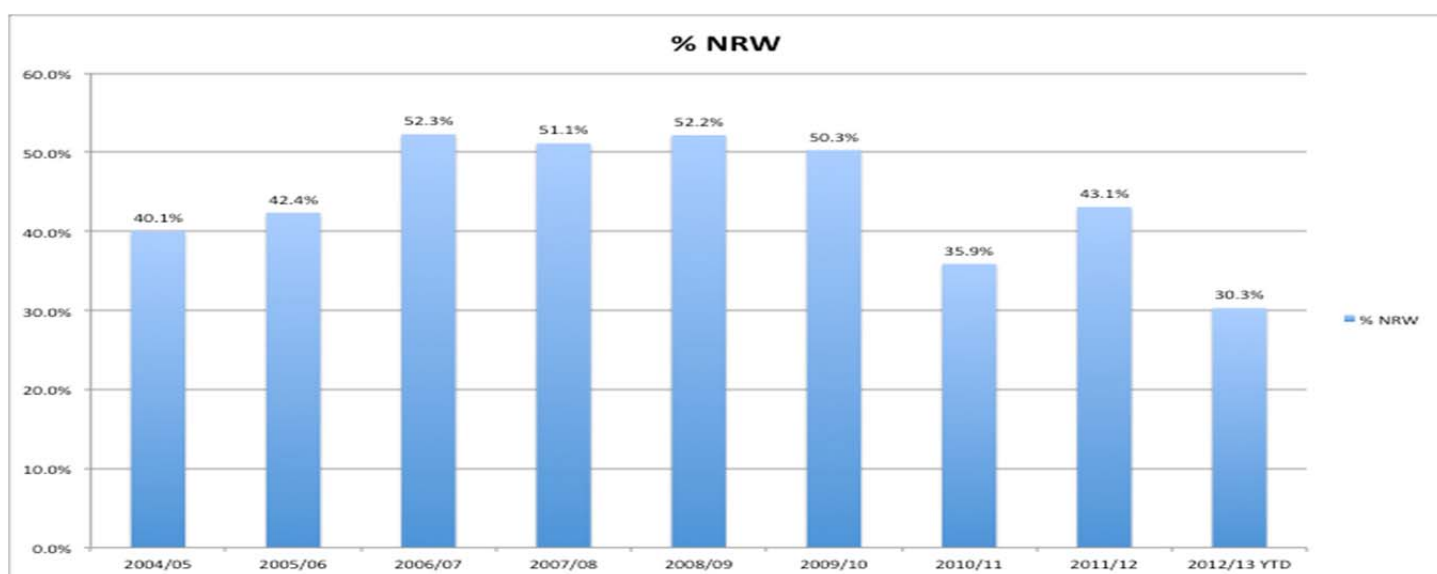
Capital Expenditure Year 2012/2013: Water Services R' 000					
Capital Projects	Year 2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
Total All	139,311,210	179,506,526	157,188,253	-22,318,273	
Project A- Naval Hill Reservoir 35 ML	34,940,145	34,940,14	20,222,398	-14,717,747	
Project B-New 45 ML Longridge Reservoir	10,000,000	10,000,000	9,294,934	-705,066	
Project C- New 45 ML Longridge Reservoir	16,560,351	17,321,091	16,072,169	-1,248,922	
Project D –Upgrading of Maselpoort Pump Supply	30,810,714	26,095,357	25,948,890	-146,467	
Project E –Refurbishment of water supply system	9,000,000	17,786,730	17,545,367	-241,363	
Project F- Real loss reduction programme (water)	9,000,000	9,900,000	9,880,164	-19,863	

As indicated for the year under review the city has invested R179 million to provide bulk water and basic services to the citizens of the City. Critically the City has met its set target of 94.53% of formal *erven* having access to a functioning basic water supply. Furthermore, investment is made in bulk water services such as reservoirs and pipeline to support future development (*irt* to seven land parcels) in the City and ensure reliable provision of water.

A portion of the mentioned investment was allocated towards the implementation of Water Demand Management Programme. This entailed installing water meters, replacing aged asbestos water pipes, conducting water balance exercises and installation of telemetry and scada system.

The net result was the reduction of Non-Revenue Water from **43.1%** in 2011/2012 to **30.3%** in 2012/2013. The table below provide graphically the trends in relation to Non-Revenue Water in the City.

Figure 3.2: Mangaung City Trends in relation to Non-Revenue Water



3.2 WASTE WATER (SANITATION) PROVISION

The municipality has ensured that additional 500 households access sanitation services for the period under review. Further the city has made significant investment and progress in implementation bulk sanitation infrastructure projects such as building new treatment works and expanding the capacity of existing treatment works to ensure the provision of sanitation services and supporting future development in the City.

Table 3.5: SANITATION DELIVERY LEVELS

SANITATION SERVICE DELIVERY LEVELS	2012/13	
	Households	Percentages
Sanitation/sewerage: (above min level)		
Flush toilet (connected to sewerage system)	140747	60.7
Flush toilet (with septic tank)	4435	1.9
Chemical toilet	936	0.4
Pit toilet with ventilation (VIP)	39616	17.1
Pit toilet without ventilation	29218	12.6

SANITATION SERVICE DELIVERY LEVELS	2012/13	
	Households	Percentages
Minimum Service Level And Above sub-total	214952	92.7
Sanitation/sewerage: (below min level)		
Bucket toilet	6641	2.9
None	8202	3.5
Other	2127	0.9
Below Minimum Service Level And Above sub-total	16970	7.3
Total	231921	100.0

Table 3.6: HOUSEHOLDS – SANITATION SERVICE LEVELS BELOW THE MINIMUM

	2012/13
Formal residential	
Total households	189155
Households below minimum service levels	6024
Proportion of households below minimum service level	3.2%
Informal residential	
Total households	20267
Households below minimum service levels	6882
Proportion of households below minimum service level	34.0%

Table 3.7: CAPITAL EXPENDITURE

Capital Expenditure Year 2012/2013: Waste water management					
Capital Projects	Year 2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
Total All	129,935,510	162,329,135	111,454,627	50,874,508	
Project A-North Eastern WWTW (15ML/Day	43,100,000	55,100,000	54,561,811	538,189	
Project B-Addition of 10ML to SterkWater WWTW	13,500,000	1,500,000	1,303,113	196,887	
Project C- Waterborne Sanitation in Ratau and Moroka	5,000,000	5,000,000	2,626,521	2,373,479	
Project D- Waterborne Sanitation in Bultfontein 2	5,000,000	5,000,000	3,939,837	1,060,163	
Project E- Addition of Addition of 10ML to SterkWater WWTW	44,990,492	25,106,569	6,138,627	18,967,942	

3.3 WASTE MANAGEMENT

The Solid Waste Management sub-directorate is responsible for the weekly door to door household refuse removal service to the community. It also offers a waste collection service to businesses and the frequency is according to the businesses requests. The municipality owns three permitted landfill sites that are management by this unit.

The City has exceeded its set target of 132 870 households and ensured that 153 872 households being provided with weekly kerbside waste removal services in formal areas. Critically, the City has also succeeded in extending waste removal services to 23 073 households against a set target of 3870.

Furthermore, in its endeavour to improve the cleanliness of the Central Business District (CBD), the city has succeeded in rehabilitating and maintaining roads, storm-water canals, repairing and refurbishing old water lines and refurbishing existing sewer system in the CBD. The City did not perform in accordance to set target in relation to trade waste services.

Table 3.8: SOLID WASTE SERVICE DELIVERY LEVELS

Solid Waste Service Delivery Levels	2012/13	
	Households	Percentages
Solid Waste Removal: (minimum level)		
Removed by local authority/private company at least once a week	183033	78.9
Minimum Service Level And Above sub-total	183033	78.9
Solid Waste Removal: (below minimum level)		
Removed by local authority/private company less often	5108	2.2
Communal refuse dump	5274	2.3
Own refuse dump	28382	12.2
No rubbish disposal	8101	3.5
Other	2023	0.9
Below Minimum Service Level And Above sub-total	48888	21.1
Total	231921	100.0

Table 3.9: HOUSEHOLDS – SOLID WASTE SERVICES DELIVERY LEVELS

Households-Solid Waste Services Delivery Levels below the minimum	2012/13
Formal residential	
Total households	189155
Households below minimum service levels	20329
Proportion of households below minimum service level	10.7%
Informal residential	
Total households	20267
Households below minimum service levels	14781
Proportion of households below minimum service level	72.9%

Table 3.10: WASTE MANAGEMENT SERVICES POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Accelerate waste removal	Provide households with weekly kerb-side waste removal services in formal areas	Households provided with weekly kerb-side waste removal services in formal areas	No. of households with weekly kerb-side waste removal services in formal areas	88.41%	132 870	153 872	Positive variance	None
Accelerate waste removal (cont.)	Ensure that informal settlement dwellings have access to refuse removal	Informal settlement dwellings have access to refuse removal	No. of informal settlement dwellings with access to refuse removal	–	3 870	23 073	19 203	None
	Address backlog of kerb-side refuse removal services to consumer units	kerb-side refuse removed weekly	Frequency of removal of refuse from consumer units	–	Weekly	weekly	None	None
		Regular collection of trade waste per schedule and calendar		–	100% Regular collection of Trade Waste per schedule and calendar	80%	20%	New fleet will be made available to ensure that trade waste is collected according to schedule

Table 3.11: EMPLOYEES: SOLID WASTE MANAGEMENT SERVICES

2012/13					
Jobs levels	Employee no	Posts no	Employees no	Vacancies (fulltime equivalent) no	Vacancies (as a % of total posts) %
0 -3	1	0	1	0	
4-6	7	19	7	12	3.7%
7-9	4	9	4	5	15.%
10-12	23	33	23	10	3.%
13-15	28	46	28	18	5.%
16-18	260	289	260	29	8.9%
19-20	0	0	0	0	
Total	323	397	323	74	

Table 3.12: EMPLOYEES: SOLID WASTE DISPOSAL AND OTHER SERVICES

2012/13					
Jobs levels	Employee no	Posts no	Employees no	Vacancies (fulltime equivalent) no	Vacancies (as a % of total posts) %
0 -3	0	0	0	0	
4-6	3	3	3	0	0
7-9	2	4	2	2	50
10-12	11	12	11	1	96
13-15	6	8	6	2	75
16-18	31	41	31	10	75
19-20	0	0	0		
Total	53	68			

Table 3.13: FINANCIAL PERFORMANCE: SOLID WASTE MANAGEMENT SERVICE

DETAIL	2012/13				
		Original Budget	Adjustment budget	Actual	Variance to Budget
Total operational Revenue (excluding tariffs)		146 407 227	0	120 426 630	25 980 597
Expenditure:					
Employees		42 074 941	0	53 264 689	-11 189 748
Repairs and maintenance		133 065	0	10 147	122 918
Other		27 231 435	0	45 864 643	-18 633 208
Total Operational Expenditure		88 072 649	0	80 506 273	7 566 376
Net Operational (service) expenditure					

Table 3.14: FINANCIAL PERFORMANCE: WASTE DISPOSAL AND OTHER SERVICE

DETAIL	2012/13				
		Original Budget	Adjustment budget	Actual	Variance to Budget
Total operational Revenue (excluding tariffs)		58 300	0	15 035	43 265
Expenditure:		22 129 840	0	17 318 919	4 810 921
Employees		9 732 072	0	10 115 231	333 159
Repairs and maintenance		2 632 724	0	61 648	2 571 076
Other		9 823 344	0	7 157 074	2 666 270
Total Operational Expenditure		22 188 140	0	17 333 954	4 854 186
Net Operational (service) expenditure					

Table 3.15: CAPITAL EXPENDITURE: WASTE MANAGEMENT SERVICES

2012/13					
Capital projects	Budget	Adjustment budget	Actual Expenditure	Variance from adjustment budget	Total project value
Total all	12 410 000	18 992 304	9,958,226	9,034,078	
UPGRADING AND CONSTRUCTION OF NORTHERN	5,150,000	6,441,918	4,609,673	1,832,244	6,441,918
UPGRADING AND CONSTRUCTION OF SOUTHERN	3,880,000	3,880,000	2,226,164	1,653,835	3,880,000
UPGRADING AND REHABILITATIONS OF BOTSHAB	2,000,000	2,000,000	811,346	1,188,653	2,000,000
CLOSURE OF THABA NCHU LANDFILL SITES	880,000	880,000	0.00	880,000	880,000
DEVELOPMENT OF TRANSFER STATION IN THABA	500,000	500,000	500,000	0.00	500,000
CLOSURE OF THABA NCHU LANDFILL SITE	0	771,930	771,930	0.00	771,930
UPGRADING AND CONSTRUCTION OF NORTHERN	0	1,438,336	1,438,336	0.00	1,438,336
UPGRADING AND REHABILITATIONS OF BOTSHAB	0	967,526	967,526	0.00	967,526
UPGRADING AND CONSTRUCTION OF SOUTHERN		2,112,594	2,112,594	0.00	2,112,594

3.4 ROADS AND STORM WATER

Roads and Storm water infrastructure constitutes an integral part of the country's economy. Chapter 7 of the Constitution of the Republic of South Africa provides a directive to Local Government Authorities to provide services to the communities in a sustainable manner. It is also imperative that those services are kept in satisfactory condition at all times. To this end, the Mangaung Metropolitan Municipality has heeded this call by putting such measures in place.

The Municipality appointed V&V Consulting Engineers in 2010 and in 2013 for the implementation of a Pavement Management System (PMS), of which the latter is still being finalized. The report presents a network level proposal for maintaining the roads in the area through an assessment of the network based on methodical visual ratings of each pavement section. When implementing a system it can be divided into a network and project level. It must be emphasized that the PMS implemented, is essentially a **network level tool**.

Stormwater is being attended to as and when required and it is refurbished throughout Mangaung Metro. All the major roads are being rehabilitated together with the storm water. Informal settlements roads are graded annually to allow access to the households for burial and emergency situations.

The City has succeeded in resurfacing 20 kilometers of road within the municipal area and expended 79% of its approved budget in tarring gravel roads

Table 3.16: GRAVEL ROAD INFRASTRUCTURE

Gravel Road Infrastructure				
	Kilometers			
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to tar	Gravel roads graded/maintained
Year - 2010/2011	145	15	10	100
Year - 2011/2012	1 186	20	12	1 186
Year 2012/2013	1 206	25	14	

Table 3.17: TARRED ROADS INFRASTRUCTURE

Tarred Road Infrastructure					
Kilometers					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	Tar roads maintained
Year - 2010/2011	85	10	23	18	100
Year - 2011/2012	1 415		20	5	25
Year 2012/2013	1 435		20		

R' 000						
	Gravel			Tar		
	New	Gravel - Tar	Maintained	New	Re-worked	Maintained
Year -2010/2011	0	0	0	77657838	25657787	0
Year -2011/2012	0	0	0	111797733	43528951	0
Year 2012/2013	0	0	0	78414705	80499550	0
Storm-water Infrastructure						
Kilometers						
	Total Storm-water measures	New storm-water measures	Storm-water measures upgraded	Storm-water measures maintained		
Year -2010/2011	145	15	10	100		
Year -2011/2012	160	20	12	120		
Year 2012/2013	166	25	14	140		

Table 3.18: ROADS AND STORM WATER SERVICE POLICY OBJECTIVES

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Address roads conditions	Gravel roads tarred	Tar gravel roads with proper storm water drainage system	Km of gravel roads tarred / Budget spend	4km of roads and 3km of storm water completed	2.8 km R 17 891 132 of Budget	79% Expenditure of R 17 891 132	21% Expenditure of R 17 891 132	More focus project management meetings will be held with the professional consulting teams
	Resurface roads	Roads resurfaced	Km of roads resurfaced	–	20 km	20 km	20 Km roads resurfaced . An addition R22.9m was spend from the Roads maintenance budget for patchwork	None
		Rehabilitation and maintenance of roads, storm water canals, catch pits and pedestrian paving		–	50% rehabilitation and maintenance of roads, storm water canals, catch pits and pedestrian paving	37.5%	12.5%	
		Repairing and refurbishment of old water lines in the CBD		–	50% repairing and refurbishment of old water lines in the CBD	35%	-15%	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		Refurbishment of existing sewer system in the CBD		–	50% Refurbishment of existing sewer system in the CBD	28%	-22%	

Table 3.19: EMPLOYEES: ROAD AND STORM WATER SERVICES

Employees: ROADS AND STORM WATER SERVICE					
Job Level	2012/13	Posts No.	Employees No.	Vacancies (fulltime equivalents) No.	Vacancies (as a % of total posts)%
	Employees No.				
0 - 3	2	2	2	0	0%
4 - 6	10	16	10	6	38%
7 - 9	23	41	23	18	44%
10 - 12	58	82	58	24	29%
13 - 15	16	29	16	13	45%
16 - 18	260	280	260	20	7%
19 - 20	0	0	0	0	0
Total	369	450	369	81	18%

Table 3.20: FINANCIAL PERFORMANCE: ROAD AND STORM WATER SERVICE

Financial Performance Year 2012/13: ROADS AND STORM WATER SERVICE R'000					
Details	Year 2012/13	Original Budget	Adjustment Budget	Actual	Variance to Budget
	Actual				
Total Operational Revenue	120	182	302	243	25%
Expenditure:					
Employees	0	45	46	53	15%
Repairs and Maintenance	0	77	76	48	-60%
Other	0	60	180	142	58%
Total Operational Expenditure	0	182	302	243	25%
Net Operational Expenditure	-120	0	0	0	0

Table 3.21: CAPITAL EXPENDITURE: ROADS AND STORM WATER SERVICE

Capital Projects	Year 2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment Budget	
<i>Total All</i>	129,158,934	237,604,666	189,974,015	47,630,651	
UPGRADING OF STREETS AND STORMWATER: REGIONAL 1	3,668,992	3,668,992	288,850	3,380,142	
UPGRADING OF ROADS&SW: HOKATHO VAPHI	7,000,000	9,000,000	5,055,886	3,944,114	
AIRPORT LINK(CONTRIBUTION TO SANRAL)	10,000,000	16,265,861	16,096,491	169,370	
HALDON/ VAN SCHALKWYK INTERSECTION ROAD IMPROVEMENTS AND TRAFFIC SIGNAL CONTROL	5,000,000	4,000,000	4,000,000	-	
RESEALING OF STREETS	20,000,000	26,693,493	20,189,674	6,503,819	

3.5 ELETRICITY

The financial position of Centlec remains very robust given the prevailing economic climate that is persisting over the years. The company instituted revenue protection strategies that included the following:

- The conversion of most customers from rotational meters to prepaid meters which contributed to the improved revenue collection.
- The vigorous debt collection activities including termination of supply to defaulting customers, as well as engaging the services of professional debt collectors.
- Improved meter reading and billing in lieu of estimates.
- Implementation of the Geographical Meter Management system that increased the accuracy of the meter auditing programmes, as well the locating of a meter to an ERF house number and eventually determine if a particular meter has been purchasing electricity.
- Improved cost management within operations.

The City has succeeded in:

- ensuring that 170 130 households have access to electricity,
- 2535 households at Caleb Motshabi were electrified with capital grants leveraged from the Integrated National Electrification Grant.
- 39901 registered indigent households have access to Free Basic Electricity.
- The municipality has carried out repairs and maintenance and refurbished its electricity infrastructure.
- Two (2) substations – Clover Distribution Centre (DC) and Vista Park DC were completed during the year under review to benefit citizens residing in Ward 17, Ward 18 and Langehoven Park respectively.
- New electricity networks have been established and smart meters have been installed to enhance effective provision of electricity services.
- 18 high mast lights installed;
- The upgrade of 132/11kV Shannon A Distribution Centre was 65% complete;
- The upgrade of 132/11kV Meriting Distribution Centre was 65% complete;
- 126% of capital expenditure rate attained
- Implementing the audit action plan and responding to 90% of the 2011/2012 audit findings;
- Six (6) policies were reviewed and approved by the Board for the year under review against a set annual target of six (6)
- 1500 meters were replaced to ensure reliable electricity supply;

- 103.600 (against 140 000) pre-paid meters were audited;

Senior critical positions to provide administrative stewardship were filled – the Chief Executive Officer (CEO), the Chief Operation Officer (COO); the Chief Finance Officer (CFO) and the Executive Manager Engineering Wires. Succeeded in implementing the SDBIP *albeit* the monitoring and evaluation of implementation should be improved. Statutory reports – quarterly, mid-year and annual reports are developed and submitted to the parent municipality for consolidation. Five internal reports were issued to the audit report against the set annual target of four (4) reports

Despite the reported performance the following challenges were encountered:

- **Electricity theft** amounted to 6% of the projected revenue for the year under review. This threatened the financial sustainability of the company and could potentially hamper service delivery plans of the Metropolitan Municipality;
- **Data Purification** – for verification of accounts and enhancing the billing system of the municipality;
- Development and implementation of a comprehensive **Performance Management System** for the Entity
- Signing the draft shareholder compact with the parent municipality;
- Effective management, control, investigation and reporting on unauthorised, irregular, fruitless and wasteful expenditure

Table 3.22: ELETRICITY SERVICE DELIVERY LEVELS

ELECTRICITY SERVICE DELIVERY LEVELS	2012/13	
	Households	Percentages
Energy: (above minimum level)		
Electricity	211976	91.4
Minimum Service Level And Above sub-total	211976	91.4
Energy: (below minimum level)		
Other	19944	8.6
Below Minimum Service Level And Above sub-total	19944	8.6
Total	231921	100.0

Table 3.23: HOUSEHOLDS – ELETRICITY SERVICE DELIVERY LEVELS BELOW THE MINIMUM

	2012/13
Formal residential	
Total households	189155
Households below minimum service levels	5894
Proportion of households below minimum service level	3.1%
Informal residential	
Total households	20267
Households below minimum service levels	9619
Proportion of households below minimum service level	47.5%

Table 3.24: TARIFF GROUP

Tariff Group - 2012-2013 (Baseline)	Number of Consumers			
	MMM	Kopanong	Naledi	Mohokare
Inclining block Tariff	149146	7309	4007	3412
Flat Rate Business	14,566	362	124	172
Homeflex	8	5	1	2
Commflex	6	1	0	0
Bulk Residential 2	25	0	0	0
Bulk Residential 3	120	23	2	4
Elecflex 1	5	0	0	0
Elecflex 2	284	0	0	0
Elecflex 3	450	5	3	3
Departmental	225	170	39	47
Sports Stadiums on ToU	5	0	0	0
Total	164840	7875	4176	3640

Table 3.25: ELETRICITY SERVICE POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Provide access to electricity		Number of households with access to electricity			170 130 households have access to electricity	170 130 households have access to electricity	-	
		Number of installed prepaid meters in all proclaimed sites		—	Service the remainder of households that are below basic level of service	Fully Achieved: 4 039 households in proclaimed sites have access to electricity (households that were below basic level of service)	-	
		Number of RDP households whose electricity connection shifted		—	1 000 RDP houses' electricity connections shifted	Not achieved	-869	
		Percentage of customers provided with electricity connections		—	100% of new and upgrading customers provided with electricity connections	Fully Achieved: 100% of new and upgrading customers provided with electricity connections	50%	
To ensure access to electricity		Percentage of registered indigent households who have access to free basic electricity (FBE)	100% indigent households have access to FBE		100% indigent households have access to FBE	All registered indigent households have access to FBE	-	-

Table 3.26: EMPLOYEES: ELETRICITY SERVICES

2012/13					
Jobs levels	Employee no	Posts no	Employees no	Vacancies (fulltime equivalent) no	Vacancies (as a % of total posts) %
0 -3	10	11	10	1	
4-6	54		54	16	
7-9	162		162	35	
10-12	41		41	18	
13-15	69		69	50	
16-18	96		43	20	
total	432	11	379	140	

Table 3.27: CAPITAL EXPENDITURE: ELETRICITY SERVICES

2012/13					
Capital projects	Budget	Adjustment budget	Actual Expenditure	Variance from adjustment budget	Total project value
Total all	184,767,424	190,485,420	240,534,343	50,048,923	
Project A- Electrification Connection (DME)	10,000,000	10,000,000	9,396,177	603,823	
Project B-Installation of Smart Meters	20,000,000	20,000,000	21,504,788	-1,504,788	
Project C –Public Electricity Connections	24,767,424	24,767,424	18,775,996	5,991,428	
Project D –Clover DC:132 KV 30MVA DC	15,000,000	15,000,000	31,675,903	-16,675,903	

3.6 HOUSING

The City has a huge housing backlog compared with other municipalities in the Free State. More than half of the population in the City resides in Bloemfontein and in particular, in the Mangaung Township area because Bloemfontein is perceived as an economic hub of the City and people believe that there are better work prospects and better living conditions in this region. An internal investigation by the Municipality during 2010 revealed that the current housing

backlog stands at approximately 53,820 houses in Mangaung, the bulk of which are residing in the Mangaung Township. This figure has increased to 58 820 during 2011, with the demand mainly found in the affordable (GAP) and the rental markets.

For the year under review, the City has succeeded in facilitating access of 3949 households to housing opportunities in partnership with the provincial department of Human Settlement. Importantly, the City has ensured that 429 households against a set target of 250 are allocated affordable rental housing units. The City had commenced with Vista Park 2, 3 and Hillside View mixed land development.

Eight land parcels have been acquired to promote sustainable human settlement. Three (3) townships have been registered to facilitate reticulation of services and building of houses.

Table 3.28: HOUSING

	Formal dwelling	Informal dwelling	Traditional dwelling	Other	Grand Total	% of HH in informal settlements
Formal residential	172028	14132	1789	1206	189155	
Informal residential	5732	13818	206	511	20267	
Traditional residential	2885	225	887	61	4058	
Farms	4851	353	48	92	5345	
Parks and recreation	273	23	3	1	300	
Collective living quarters	2912	56	10	16	2994	
Industrial	421	192	1	13	627	
Small holdings	2307	165	34	35	2542	
Vacant	669	3778	56	26	4529	
Commercial	2049	5	15	35	2104	
Grand Total	194128	32747	3050	1996	231921	

Table 3.29: HOUSING SERVICE POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Address housing backlog	Provide housing opportunities	Housing opportunities provided	Number of housing opportunities provided	2 400	3 000	3949	Positive variance	
	Upgrade informal settlements	Informal settlements upgraded	Number of informal settlements upgraded	-	5	5	Positive variance	
	Relocate households from floodplains and other servitudes	Households relocated from floodplains and other servitudes	Number of households relocated from floodplains and other servitudes	-	50	186	Positive variance	
	Allocate households affordable rental/social housing units	Households allocated affordable rental/social housing units	Number of households allocated affordable rental/social housing units	-	250	657	+407 positive variance	
	Accelerate accreditation to implement national housing programmes	Accreditation to implement national housing programmes accelerated	Approved level 2 and 3 accreditation business plan	Level 1 metro accreditation	Level 2 metro accreditation	Level 2 metro accreditation confirmed. Certificate has been issued	-	
	Seek Council approvals facilitating the implementation of various housing programmes	Council approvals facilitating the implementation of various housing programmes obtained	Number of Council approvals facilitating the implementation of various housing programmes	2	2	2 approvals achieved	-	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Monitor compliance of the Free State Social housing company with performance agreements and project plan phase 1 of the Brandwag social housing project	Performance monitored	Quarterly compliance reports with Performance agreement and project plan	Phase 1 commenced	Full compliance with performance agreement and project plan to deliver phase 1 of the Brandwag social development project	Quarterly performance agreements and project plans report has been submitted		
	Accelerating development of seven (7) land parcels to provide housing	Development of seven (7) land parcels to provide housing accelerated	Development of seven (7) land parcels to provide housing accelerated	Appointment of Developers	Implementation of Vista Park 2, 3 and Hillside View mixed land developments	Implementation of Vista Park 2, 3 and Hillside View mixed land developments underway. Land Availability Agreements for Vista Park 2 and 3 have been sent to the developers for comments. Services Agreement for Hillside View has been drafted and being consulted on at this stage	-	
	Acquire land to promote sustainable human settlements (public and private)	Land to promote sustainable human settlements (public and private) acquired	Number of land parcels acquired for the development of human settlements	16 land parcels acquired	2	A deed of sale has been signed for the first land parcel and there is a signed offer and a signed acceptance for the second land parcel. Sepane farm is	There is a positive variance because 10 land parcels were acquired.	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
						divided into fourteen (14) portions owned by different Trusts. This means that a total of fourteen (14) land parcels were to be acquired. It is confirmed that signed offers and acceptance for the eight (8) portions are in place.		
	Registration of townships	Townships registered	Number of townships registered	Five (5) Townships registered	3	Target met		
	Avail land for socio-economic development and promote sustainable human settlements	Land availed	Number of land parcels availed	4 land parcels availed	2	The third tender closed on the 24 th May 2013 and we are busy assessing the bids after which a comprehensive technical report will be forwarded to the Bid Evaluation Committee for evaluation and finalization.	Note should be taken of the fact that two(2) land parcels were awarded during the second quarter	

Table 3.30: EMPLOYEES: HOUSING SERVICES

Employees: Housing Services 2012/ 13					
Job Level	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
		No.	No.	No.	%
	No.	No.	No.	No.	%
0 - 3	3	7	3	3	43%
4 - 6	34	48	34	14	29%
7 - 9	26	31	26	5	16%
10 - 12	49	57	49	8	14%
13 - 15	5	11	5	6	55%
16 - 18	35	52	35	17	33%
19 - 20	0	0	0	0	
Total	152	206	152	53	26%

Table 3.31: FINANCIAL PERFORMANCE: HOUSING SERVICE

Financial Performance Year 2012/20130: Housing Services					
Details	2012/13	Original Budget	Adjustment Budget	Actual	Variance to Budget
	Actual				
Total Operational Revenue	11,882,134	175,610,754	0	175,610,754	0%
Expenditure:					
Employees	38,496,938	542,13,708	0	54,213,708	0%
Repairs and Maintenance	1,198,592	1,834,095	0	18,34,095	0%
Other	11,542,191	38,231,115	0	38,231,115	0%
Total Operational Expenditure	51,227,720	94,278,918	0	94,278,918	0%
Net Operational Expenditure	51,413,135	94,278,918	0	94,278,918	0%

Table 3.32: CAPITAL EXPENDITURE: HOUSING SERVICES

Capital Expenditure: Housing Services R' 000					
Capital Projects	2012/13	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
	Budget				
Total All	16,500,000	8,500,000	3,633,475	4,866,525	
Thaba Nchu Station Site	1,000,000	1,080,000	0	1,080,000	
Pro-Active Acquisition of Land	6,500,000	6,500,000	4,718,351	1,781,649	
Further Acquisition of land for Human Settlements	6,000,000	8,566,404	8,582,992	-16,588	
White City bulk infrastructure	3,000,000	3,5 00,000	929,415	2,570,585	
Brandwag Sewer	8,000,000	-	-	0	
Brandwag Electrical Substation	5,000,000	5,000,000	2,704,060	2,295,940	

COMPONENT B: FREE BASIC SERVICES AND INDIGENT SUPPORT

The Mangaung Metropolitan Municipality has been supporting its indigent households in line with the municipality indigent policy, all residents in the database of the municipality in respect of the above have access to free basic services

Table 3.33: FREE BASIC SERVICES TO LOW INCOME HOUSEHOLD

Free basic Services to low income Household									
		Number of households : 39901							
		Households earning less than R1,100 per month							
		Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free basic Refuse	
2012/13	total	access	%	access	%	access	%	access	%
	39901	39901	100%	39901	100%	39901	100%	39901	

Table 3.34: FREE BASIC SERVICE POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Provide indigent households with access to free basic water supply.	Indigent households have access to free basic water supply.	Number of indigent households provided with access to free basic water supply.	38 000	All registered indigent households (39901) have access to free basic water supply.	All indigent households have access to free basic water supply	None	None
To ensure access to electricity		Percentage of registered indigent households who have access to free basic electricity (FBE)		38 000	100% indigent households (39901) have access to FBE	100%	-	
Improved lives of the indigent households	Provision of social safety net for the indigent	Keep updated indigent register	Number of household provided with indigent services	Not included in the SDBIP for 2011/2012	All registered indigent households (39901) provided with free basic services	Policy approved. 251 Indigent burials facilitated for such communities.	On par	None required

COMPONENT C: PLANNING

The municipality has a fully-fledged planning unit that provides SMME support to small and medium and established business in the city. Key to the objectives of the city is Promotion of Economic opportunities in strategic locations for sustainable development, Establish Accountable and pro-active management of change in land use and to development patterns, To Enhance Regional Transport Efficiency, Grow Economy and create job opportunities and rural development

INTRODUCTION TO PLANNING

The MMM as part of its strategies for economic development aims to complete Township Establishments in strategic investment nodes, to facilitate the creation of the new urban node at Botshabelo. The city wants to complete operation of Bloemfontein intermodal transport facility and support SMME development through MMM programme. The city is developing a Marketing and investment strategy, market the municipality as premier destination for investment and tourism.

3.10 PLANNING

The current city fabric is characterised by disjointed apartheid city spaces. It is also characterised by inefficient city structure that leads to expensive service levels. In order to overcome these challenges strategic decisions should be made. Key priorities should address the following:

- Densification of the city through infill planning and group housing schemes;
- Elimination of informal settlements and access to proper community services;
- Creation of liveable urban spaces;
- Integration of the city through the creation of economically viable urban transport corridors; and
- Creating economic and social opportunities for all the residents of the city to benefit (e.g. Economic nodes of Botshabelo and Thaba Nchu, Airport Node, etc).

Table 3.35: S L U P- APPLICATIONS

<i>DATE RECEIVED</i>	<i>TOWNSHIP ESTABLISHMENT</i>	<i>REZONING</i>	<i>INFORMAL SETTLEMENT</i>
JULY 2012		10	
AUGUST	3	12	
SEPTEMBER		7	
OCTOBER	2	15	
NOVEMBER	3	16	
DECEMBER		15	
JANUARY 2013	1	2	
FEBRUARY	3	11	1
MARCH	2	16	
APRIL	5	12	
MAY	1	41	
JUNE	3	21	
TOTAL	23	178	

Table 3.36: POLICY OBJECTIVES OF PLANNING TAKEN FROM THE IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
City Rejuvenation	Facilitate support for rejuvenation of bad buildings	Bad buildings rejuvenated	Number of bad building rejuvenated		10	0	-10	
Promotion of Economic opportunities in strategic locations for sustainable development	Township Establishments completed in strategic investment nodes	Townships established in MMM strategic development programmes	Number of townships completed	None	3 township registered	70%	30%	GM: Town & Regional Planning (new function) has been appointed.
	Concept and Detail design of MMM land	Identification and planning of MMM Land	Number of land parcels planned	2 land parcels planned	5 parcels	100%	-	NB: Work has commenced on 2 of the parcels
Promotion of Economic opportunities in strategic locations for sustainable development	Develop land use management system (LUMS) to encourage and facilitate private investment	Land use management system (LUMS) developed to encourage and facilitate private investment	Land use management system (LUMS) developed	90% completed	Completed MMM LUMS / Thaba Nchu included	100%	-	
Promotion of Economic opportunities in strategic locations for sustainable development	Provide incentives for development along the N8 Corridor	Registration of Spatial Development Initiatives (SDI) along the N8	MMM SDI registered	None	Registration 100% completed	100%		
Promotion of Economic opportunities in strategic locations for sustainable development	Identify and Plan Flagship projects in MMM	Develop Master Plan for Redevelopment of Naval Hill	Master Plan Completed	Service provider appointed	Complete redevelopment master plan	100%COMPLETED NB: considerable amount of work has already been undertaken	-	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Promotion of Economic opportunities in strategic locations for sustainable development		Hoffmann Square	Construction phases completed	Designs completed	Project 100% completed	100%	-100%	Funding constraints have been the only cause for meeting the target. 26 m has been earmarked for next financial year
To: Establish Accountable and proactive management of change in land use and to development patterns	Land Use Planning Applications fast tracked	Number of land use applications approved by council	Number of land use applications received and approved by council	None	100% of applications received and processed	100%	-	GM: Land Use Control has been appointed
	Management of traffic assessments	Traffic Impact Studies evaluated	Number of traffic impact studies received and processed	None	100 % applications received and processed	100%	-	
	Management of land use transgressions	Number of land use transgressions prosecuted	Number of transgressions prosecuted	None	100% land use transgressions prosecuted	100%	-	GM: Land Use Control has been appointed
	Management of Built Environment	Number of building Plans Processed within prescribed timeframes	Number of building Plans processed	None	100% received and approved	100%	-	
To Enhance Regional Transport Efficiency	Develop a Metropolitan Integrated Transport Plan ensuring integration between operators and other spheres of			Complete review of draft 2007 ITP and adoption of ITP by council	25%	10%	-15%	Consultant appointed

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	government							
	Development of Integrated Public Transport Network	Integrated Public Transport Network (IPTN)	Feasibility study	Bid Evaluation Completed	100% Complete feasibility study	85%	-15%	Consultant appointed
To Enhance Regional Transport Efficiency	Revive rail network between Bloemfontein and Maseru	Joint due-diligence with the Free State provincial government	Due diligence completed	None	Due diligence completed	100%	-100%	- Discussions have been held with Provincial Dept. of Transport and SANRAL and broad agreement reached.
		Planning and design for the railway link	Designs completed	None	50% of designs completed	105%		
	Develop public transport infrastructure	Building of intermodal transport facilities at Botshabelo		None	100% of applications received and processed	80%		Consultants appointed for IPTN / Awaiting outcome of IPTN study
		Public transport shelters developed	Number public transport shelters built on major public transport routes	None	25 transport shelters developed	0%		- Discussions have been held with Provincial Dept. of Transport and SANRAL and broad agreement reached.

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Complete operation of Bloemfontein intermodal transport facility	Operation of Bloemfontein intermodal transport facility completed	Number of operators and tenants occupying the facility	Structure 100 % complete	Intermodal Facility 100% completed and operational	-		
Strategic Management Programmes	Service delivery regulatory, monitoring and evaluation	Monitoring and evaluation of city services and implementation of the monitoring and evaluation system implemented	Approved M&E toolkit	N/A	Toolkit complete	Early warning system for Municipal services developed and presented to EMT	-	Use the early warning system developed to finalise the M&E toolkit and Appoint staff to accelerate execution work. Budget of R1million included in 2013/14 budget for the development of full toolkit
			Functional M&E computerised system	N/A	System implemented at all regions	Partial implementation of early warning system in progress.	-	Budget of R1million included in 2013/14 budget for the development of full toolkit
			Percentage improved on Service delivery	N/A	20.00%	20%	-	

Table 3.37: EMPLOYEES: PLANNING SERVICES (building control and development applications)

2012/13					
Jobs levels	Employee no	Posts no	Employees no	Vacancies (fulltime equivalent) no	Vacancies (as a % of total posts) %
0 -3		1	1	0	0
4-6		9	6	3	33
7-9		19	17	2	10
10-12		5	4	1	20
13-15					
16-18					
19-20					
total		34	28	6	18

Table 3.38: FINANCIAL PERFORMANCE: PLANNING SERVICE (building control and development applications)

DETAIL	2012/13				
	Actual	Original Budget	Adjustment budget	Actual	Variance to Budget
Total operational Revenue (excluding tariffs)	-3 455 380	-3 421 029	nil-	-3 455 380	1%
Expenditure:					
Employees	11 392 607	10 842 560	nil	11 392 607	4,80%
Repairs and maintenance	Nil	nil	nil	nil	nil
Other	437 993	736 470	nil	437 993	
Total Operational Expenditure	11 836 600	11 579 030	nil	11 836 600	2%
Net Operational (service) expenditure	8 381 220	8 158 001	nil	8 381 220	2,66%

Table 3.39: EMPLOYEES: PLANNING SERVICES

2012/13					
JOBS LEVELS	DESIGNATION	POSTS NO	EMPLOYEES NO	VACANCIES (FULLTIME EQUIVALENT) NO	VACANCIES (AS A % OF TOTAL POSTS) %
0-3	General Manager: Town & RP	040100000040001	55220	Fulltime	
	Urban Design				
4-3	Manager: urban design	0401010000690001	0	Vacant	
10-12	Secretary	0401000000553010	52964	Fulltime	
4-5	Town planner	0401010000164001	009988	Fulltime	
4-5	Town planner	0401010000179002	53565	Fulltime	
6-7	Jnr//town planning asst//snr	0401010000311001	51606	Fulltime	
4	Manager: transport planning	0401020000165001	29531	Fulltime	
6	Fst//chf tech/eng in train//snreng//fst	0401020000241001	19431	Fulltime	
6	Fst//chf tech/eng in train//snreng//fst	0401020000241002	0	Fulltime	
6	Fst//chf tech/eng in train//snreng//fst	0401020000241003	0	Fulltime	
6	Engineer in traing//snr//first engineer	0401020000243001	13330	Fulltime	
6	First technician (traffic engineering)	0401020000325001	17831	Fulltime	
7	Snr technical asst//first technician	0401020000328001	0	Fulltime	
13	DATA COLLECTOR	0401020000618001	9690	Fulltime	
	DRAUGHTING SERVICES	DRAUGHTING SERVICES			
6	Chief draughting services	Chief draughting services	55482	Fulltime	
12	Jnr//draughtsman//snr	Jnr//draughtsman//snr	0	Fulltime	
12	Jnr//draughtsman//snr	Jnr//draughtsman//snr	15257	Fulltime	
12	Jnr//draughtsman//snr	Jnr//draughtsman//snr	85135	Fulltime	
12	Jnr//draughtsman//snr	Jnr//draughtsman//snr	15325	Fulltime	

Table 3.40: FINANCIAL PERFORMANCE: PLANNING SERVICE

DETAIL	2012/13				
		ORIGINAL BUDGET	ADJUSTMENT BUDGET	ACTUAL	VARIANCE TO BUDGET
Total operational Revenue (excluding tariffs)		142 076	-	128 244.75	3 755.25
Expenditure:		9 015 817	-	7 399 073.90	1 616 743.10
Employees					
Repairs and maintenance					
Other					
Total Operational Expenditure		21 166 846	-	18 519 805.08	2 647 040.92
Net Operational (service) expenditure		30 308 843	-	20 222 414.58	10 086 428.42

Table 3.41: CAPITAL EXPENDITURE: PLANNING SERVICES

2012/13					
CAPITAL PROJECTS	BUDGET	ADJUSTMENT BUDGET	ACTUAL EXPENDITURE	VARIANCE FROM ADJUSTMENTL BUDGET	TOTAL PROJECT VALUE
All	55,186,509	52,058,790	42,647,251	9,411,539	
Township establishment future residential	0	720,381	362,212.25	358,169	720,381
Engineering design of 2 nodes	8,000,000	6,750,000	2, 051,994	4,698,006	6,750,000
Services reticulation of MMM land within	25,186,509	26,436,509	26,389,875	46,633	26,436,509
Concept and detail design for MMM land	9,000,000	9,000,000	5,572,538	3,427,462	9 000,000
Design of two nodes n8	0	6,000,000	5,560,430	439,570	6 000,000
Establishment of GIS system	10,000,000	2,000,000	1,658,300	341,700	2 000,000

COMMENT ON THE PERFORMANCE OF PLANNING OVERALL

The City has succeeded in concept and detail designing 2 land parcels. In its endeavour to create a conducive environment for economic development, the City has completed developing Land Use Management Scheme (LUMS) for the City (including Thaba Nchu). Critically, the City has completed developing the master plan for the Redevelopment of Naval Hill for development of tourism sites and rejuvenating of the Inner City. The gate house and ablution block development projects at Naval Hill have been completed and the security and public lighting projects were 95% complete for the year under review.

Importantly, the City has processed, evaluated and acted on all the land use, traffic impact studies evaluations, land

use transgressions and building plans it had received for the year under review.

Despite the reported progress, the City has not succeeded in meeting its set targets for the development of Metropolitan Integrated Transport Plan and the Integrated Public Transport Network (IPTN), revival of the rail network between Bloemfontein and Maseru, building of Intermodal Transport Facility at Botshabelo and developing public transport shelters.

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKETING)

The city has approved a Local Economic Development outlook with the purpose to investigate the options and opportunities available to broaden the local economic base of the Mangaung Metropolitan Municipality in order to promote the creation of employment opportunities and the resultant spin-offs throughout the local economy

It is important to understand that Mangaung hosts poverty-stricken communities that are currently experiencing high levels of unemployment. It is imperative to take action by promoting value-adding activities in the secondary and tertiary sectors; an important developmental principle underlying economic development is the broadening of the local economic base. This includes the introduction of new activities to Mangaung (e.g. introducing new industrial activities), exploiting latent resources identified through beneficiation, and the consequent establishment of SMMEs.

The MMM Economic strategy proposes 5 strategic outcomes viz. di a shorta

- Reduce unemployment and inequality
- Grow the economy
- Improve business confidence
- Improve access to opportunity

Three service delivery priorities include:

- Creating job opportunities
- Removing red tape
- Growing the labour absorptive economic sector such as manufacturing

Measures taken to improve performance

- Organisational readjustment (adding more staff to the establishment)
- Strengthening economic development partnerships
- Redirecting expenditure and requesting for much needed funding from the organisational fiscus

Table 3.42: ECONOMIC ACTIVITY BY SECTOR

Economic Activity by Sector R '000			
Sector	Year 2010/11	Year 2011/12	Year 2012/13
Agric, forestry and fishing	1.9	1.9	1.9
Mining and quarrying	1.0	1.0	1.0
Manufacturing	2.5	2.8	4.8

Economic Activity by Sector R '000			
Sector	Year 2010/11	Year 2011/12	Year 2012/13
Wholesale and retail trade	17.2	17.2	17.2
Finance, property, etc.	23.0	23.0	23.0
Govt, community and social services	38.6	38.3	36.3
Infrastructure services	1.7	1.7	1.7
Total	100	100	100

Table 3.43: ECONOMIC EMPLOYMENT BY SECTOR

Economic Employment by Sector			
Sector	Jobs		
	Year 2010/11 No.	Year 2011/12 No.	Year 2012/13 No.
Agric, forestry and fishing	3.6	2.6	1.6
Mining and quarrying	0.1	0.1	0.1
Manufacturing	6.9	6.9	7.9
Wholesale and retail trade	21.3	22.3	22.6
Finance, property, etc.	10.0	10.3	10.6
Govt, community and social services	46.9	46.6	44.6
Infrastructure services	5.7	5.7	6.7
Total		100	

Employment numbers will continue to be relatively influenced by phenomenal growth in finance and government sectors.

Table 3.44: JOB CREATION

Job creation through EPWP* projects		
Details	EPWP Projects No.	Jobs created through EPWP projects No.
Year 2010/11	40	2 000
Year 2011/12	50	2 900
Year 2012/13	66	2328

Table 3.45: LOCAL ECONOMIC DEVELOPMENT POLICY OBJECTIVES TAKEN FROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Promotion of Economic opportunities in strategic locations for sustainable development	Facilitate the creation of the new urban node at Botshabelo	Planning and Design of Botshabelo Node	A development node in Botshabelo	Botshabelo / Thaba Nchu Strategic Plan completed	Planning and designs completed	100%	-	.
Promotion of Economic opportunities in strategic locations for sustainable development	Planning and Design of Airport Node	Airport Node Township Establishment and Engineering Designs Completed	Approved township establishment	Concept design completed	100 % township establishment and engineering designs completed	100%	-78%	Design are complete> Awaiting the formal approval for the Township. This will be attained by June 2013
Grow Economy and create job opportunities	Support SMME development through MMM programmes	SMME 's Supported	Number of viable and sustainable SMMEs supported per sector	None	400	0%	100%	Consultants appointed for IPTN / Awaiting outcome of IPTN study
	Effective Implementation of CBD Master Plan	Plan and Implementation of CBD programmes	Number of Projects implemented	2	Projects implemented	100%	45%	Funding constraints
	Develop a Marketing and investment strategy	Marketing and Investment strategy developed	Marketing and Investment strategy	None	Plan 100% completed	100%	-	-
	Market the municipality as premier destination for investment and tourism	Local and International Trade / Investment Exhibition s attended	Number of Trade Expo 's attended	4 trade expos attended	4 trade expos attended	4		-
	Establish agricultural and economic enterprises	Agricultural enterprises established	Number of agricultural enterprises established	1	2	-	2	Specialist has been appointed and projects approved and funded. Annual target will be met

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Jobs creation	Create jobs using the Expanded Public Works Programme	Jobs created	Total number of jobs generated through EPWP	-	1 200	2328 jobs created through EPWP	Positive variance of 1128	
	Create jobs by the investment, both direct and induced, formal, informal and self-employed	Jobs created by the investment, both direct and induced, formal, informal and self-employed	Total number of jobs generated by the investment, both direct and induced, formal, informal and self-employed	-	2539	1829	-710	
	Employ more women and disadvantaged groups	More women and disadvantaged groups employed	Number of women (and comparable pay) and disadvantaged groups employed	None	150	65	-85	
	Provide skills upgrading and training	Skills upgrading, training provided	Number of people trained	-	8 projects	9	Positive variance	
Rural Development	Initiate small scale agricultural enterprises	Small scale agricultural enterprises initiated	Number of small scale agricultural enterprises initiated		Infrastructure and skills developed around the Wood bridge, Sediba and Fiolana dams	-	Target not met	Specialist has been appointed and projects approved and funded. Annual target will be met
	Develop Infrastructure at 3 Agri Villages	Number of Irrigation Schemes Upgraded	Irrigation Schemes Upgraded	None	3 Schemes Upgraded	75%	25% Schemes not Upgraded	Specialist has been appointed and projects approved and funded. Annual target will be met
Poverty Reduction	Initiate household food security programmes	Household food security programmes initiated	Number of food gardens per household	None	200	75	-125	Funding constraints

Table 3.46: EMPLOYEES LOCAL ECONOMIC DEVELOPMENT SERVICES

Employees: Local Economic Development Services					
Job Level	2012/13				
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	2	2	0	
4 - 6	15	22	15	7	31%
7 - 9	0	0	0	0	
10 - 12	6	7	6	1	14%
13 - 15	0	0	0	0	
16 - 18	1	1	1	0	
19 - 20	0	0	0	0	
Total	23	32	24	8	25%

Table 3.47: FINANCIAL PERFORMANCE 2012/13: LOCAL ECONOMIC DEVELOPMENT SERVICES

Financial Performance Year 0: Local Economic Development Services					
R'000					
Details	Year - 2012/13				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue		-441 506	0	-194 287	
Expenditure:					
Employees		8 759 801	0	9 297 298	
Repairs and Maintenance		31 008	0	628	
Other		12 636 767	0	7 211 636	
Total Operational Expenditure		21 427 576	0	16 509 562	
Net Operational Expenditure		21 595 699		16 526 492	

COMMENT ON LOCAL ECONOMIC DEVELOPMENT PERFORMANCE OVERALL

The City has attained its set target of planning and designing the Botshabelo Node and has made significant strides in planning and designing Airport Development Node. The City has exceeded its set target of 1200 of jobs created through Expanded Public Works Programme (EPWP) by 1 128 additional jobs created through EPWP through the implementation of infrastructure development projects in the City.

The City has not met its set measurable performance targets in relation of supporting Small Medium Micro Enterprises (SMMEs), ensuring that jobs are created by investment both direct and induced, formal, informal and self-employed, initiating small scale agricultural enterprises, upgrading irrigation schemes and initiating household food security programmes

COMPONENT D: COMMUNITY AND SOCIAL DEVELOPMENT

3.12 LIBRARIES, ARCHIVES, MUSEUMS, GALLERIES, COMMUNITY FACILITIES; OTHER THEATRES, ZOO

The municipality in cooperation with the provincial department of sport, arts and culture renders a library, arts and culture service to the community, service priorities in this unit are:

1. To promote culture of reading and learning
2. Free access of information resources e.g. book, internet and periodicals
3. Promote arts and cultural programmes

The library service is rendered from nine (9) libraries which include areas like Bloemfontein, Botshabelo and Selosesha. The Thaba Nchu area is serviced by the provincial department. The municipality also reaches artists, drama students, theatrical play groups and etc. by having the only Drama Library in South Africa. A strong drive in Library campaigns and Outreach programmes were sustained during the year reaching more participants. A dialogue on initiation schools was held whereby all role players participated to ensure the safe and healthy hosting of initiation schools. The success was overwhelming because during the initiation (summer and winter) periods the number of illegal schools dropped drastically, while most of the schools complied with the legal requirements as contained in the Free State initiation schools act. The arts, heritage and culture issues were given more attention, and it led to a close corporation with PHRASA and SAHRA. Three local sites were identified for listing (Ereskuld NG Kerk, Sediba Lutheran church and the Archbell's house) but of much more significance is the possible declaration of three national heritage sites (Dr Moroka's grave, Mr Maphikela's grave and the Waaihoek Wesleyan church)

The municipality zoo has the following functions:

- Conservation;
- Recreation;
- Education;
- Research.

The Zoo is primarily responsible for providing for the animals within the collection in the Zoo, and to exhibit the animals in as natural surroundings as is possible, taking into account the minimum norms and standards as set out in various legislation (e.g.: Animals Protection Act, Code for Zoo's and Aquariums (SANBS 10379), etc). The Zoo is also involved in outreach programmes, and distributed pamphlets and information flyers to over 100 schools during the year. Educational visits were also conducted to 25 local schools, and animals were taken with as part of the Education Service. *The zoo was visited by 58 212 visitors during 2012/2013.*

Table 3.48: LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Improve service delivery by providing recreation facilities and public amenities to all residents of Mangaung	Relocation of the Zoo to a new site	Zoo relocated to a new site	Feasibility Study	Not included in the SDBIP for 2011/2012	Completion of feasibility study	Final report on the feasibility study completed	None	None required
Promote literacy in communities	Provide easy access to reading and information service to promote a culture of reading and learning	Number of new library material per annum	Number of new children's books acquired per annum	1,920	460 new books acquired	MMM funding = 452 FS Department SACR = 1 860 Total = 2 312	Positive variance	None required
		Number of new library material per annum	Number of new non-fiction books acquired per annum	5,781	1 445 new non-fiction books acquired	MMM funding = 688 FS Department SACR = 1 553 Total = 2241	Positive variance	None required
		Number of new library material per	Number of new adult fiction books acquired per annum	1,935	510 new adult fiction books acquired	MMM funding = 152 FS Department SACR = 2014 Total = 2 166	Positive variance	None required
		Marketing of library services	Number of library awareness campaigns conducted	7	8 library campaigns conducted per annum	13	Positive variance	None required
		Library outreach programmes to communities	Number of outreach (interactive) programmes conducted	470	480 outreach programmes conducted	947	Positive variance	None required

Table 3.49: EMPLOYEES: LIBRARIES; ARCHIVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER

Employees: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
Job Level	Year 2012/13				
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	
4 - 6	1	1	1	0	
7 - 9	3	3	3	0	
10 - 12	7	9	7	2	
13 - 15	25	25	25	0	
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	36	38	36	2	

Table 3.50: FINANCIAL PERFORMANCE

Financial Performance Year 0: Libraries; Archives; Museums; Galleries; Community Facilities; Other					
R'000					
Details	Year 2011/12	Year 2012/2013			
	Actual	Original Budget (2012/13)	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2 262 744	2 057 040			
Expenditure:					
Employees	6 460 778	4 605 970			
Repairs and Maintenance	5 397 638	3 587 546			
Other	0	0			
Total Operational Expenditure	11 858 416	8 193 516			
Net Operational Expenditure	9 595 672	6 136 476			

Table 3.51: CAPITAL EXPENDITURE

Capital Expenditure : Libraries; Archives; Museums; Galleries; Community Facilities; Other					
R' 000					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
Feasibility Study into Zoo Relocation	2,000,000	2,000,000	1,126,720	873,280	

COMMENT ON THE PERFORMANCE OF LIBRARIES, ARCHIVES, MUSEUMS, GALLERIES, COMMUNITY FACILITIES, OTHER (THEATRES, ZOOS, ETC) OVERALL

The City is doing very well in meeting all its set targets in relation to the promotion of literacy in communities through ensuring access to new library materials, marketing of the library services and implementing library outreach programmes to communities.

Importantly, the City has completed a feasibility study into the relocation of the Zoo.

3.13 CEMETERIES AND CREMATORIUMS

The main objective of the cemeteries and crematoria division is to provide sustainable, innovative, affordable cemetery services informed by national guidelines and policies as well as by MMM by- laws and other applicable laws. The primary objective is to provide graves and crematoria in accordance with the cultural requirements of all residents of MMM: The core functions of the division are:

- Provision and allocation of graves for interment purposes
- Safe keeping of cemetery registers
- Maintenance of cemeteries
- Provision of land for future burials

MMM have a total of 18 cemeteries, 12 in Bloemfontein, 3 in Botshabelo and 3 in Thaba Nchu. In Thaba Nchu there are also 45 rural cemeteries that are still under the authority of tribal authority. There is also one crematorium situated in Bloemfontein which actually caters for the whole Free State. This facility is outsourced. In the 2012/13 financial year there were 4 341 burials and 1,699 cremations

Table 3.52: EMPLOYEES: CEMETERIES AND CREMATORIUMS

Employees: Cemeteries and Crematoriums					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	0	0	0	0	0%
7 - 9	2	2	2	0	0%
10 - 12	1	2	1	1	2%

Employees: Cemeteries and Crematoriums					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
13 - 15	5	5	4	1	2%
16 - 18	28	28	26	0	0%
19 - 20	0	0	0	0	0%
Total	37	37	34	2	5%

Table 3.53: OPERATIONAL EXPENDITURE

R'000					
Details	Year -2012/2013				
	Actual	Original Budget 2012/13	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	2 335 795	6 508 239		2 335 795	
Expenditure:					
Employees	6 530 100	5 753 363		6 530 100	
Repairs and Maintenance	1 069 050	417 351		1 069 050	
Other					
Total Operational Expenditure	17 667 674	13 334 317		17 667 674	
Net Operational Expenditure	15 331 879	6 826 078		15 331 879	

Table 3.54: CAPITAL EXPENDITURE CEMETERIES

Capital Expenditure Year 2012/2013: Cemeteries and Crematoriums					
R' 000					
Capital Projects	Year 2012/13				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
Upgrading Hamilton Cemetery	-	135,000	133,351	1,649	135,000
Perimeter Fencing Botshabelo Cemetery	6,400 000	6,400,000	35,632	6,364,368	6,400,000
Perimeter Fencing Thaba 'Nchu Cemetery	2,500,000	2,500,000	27,444	2,472,556	2,500,000
Ablution Block Thaba 'Nchu	450,000	450,000	0	450,000	450,000

3.14 CHILD CARE, AGE CARE, SOCIAL PROGRAMMES

The municipality identified its social responsibility to implement and ensure measure to comply with the provision of the Children's Act, 38 of 2005 and the older persons act 13 of 2006, hence the programmes to address our service priorities were developed and implemented. Four priorities in this regard are:

1. Compile a database of ECD centres in the city
2. Work towards reducing a number of crèches not complying with by- laws to zero

3. Invest on training for practitioners catering for children with special needs to promote inclusivity in the ECD centres
4. Ensure elderly shelters are properly regulated and well governed

During the year of reporting after implementing the relevant service delivery programme (i.e. *inspection and certification of centres, training of practitioners and developing of databases*) we ensured healthy and safety environments for children and the aged, as well as higher compliance rate to relevant legislation. The city started with a health screening programme for the elderly people in cooperation with the medical faculty of the University of Free State to enable us to have a health status of them and thus refer them to Primary Health Care services. Due to unemployment more ECD's are established by women to at least make a living; hence we also engaged them in training and supporting them.

Table 3.55: SERVICE DELIVERY OBJECTIVES IN THE IDP FOR CHILD CARE

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Improve services to ameliorate the plight of vulnerable groups such as street children, people with disability, the elderly	Wellness programmes for the aged including biokinetics, healthy life style etc.	Wellness programmes provided	Number of wellness programmes for the elderly	Not included in the SDBIP for 2011/2012	2 outreach Programmes targeting the aged	Health Awareness activity with UFS Medical Faculty held at Boikhuco Old Age Home on 6 June 2013 [Health check-ups of 150 elderly]		None required
	Ensure elderly shelters are properly regulated and well governed	All elderly shelters visited	Number of visits to shelters	Not included in the SDBIP for 2011/2012	Identify 4 shelters and develop programme for visits and conduct visit	39 shelters visited	Positive variance	None required
	Assist Orphans to access social services	Orphans and vulnerable children assisted	Number of orphans accessing social grants	Not included in the SDBIP for 2011/2012	Establish data-base of orphans and implement support programmes to assist 100 Orphans to have access to social grants	16 orphans assisted	HR constraint	Submitted new staff needs for CM's approval to intensify our functions re. Orphans
Empowerment of civic groups to improve good citizenship	Create awareness in civic organizations about government services; support	Develop data base of CBO which exists in all wards of the	Distribute information about support programmes initiated by the Government to all wards	Not included in the SDBIP for 2011/2012	Advise all wards through ward committees about city's social support programme	Ongoing process	On par	None required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	services and interventions	city			s			
Empowerment of civic groups to improve good citizenship	Facilitate and support the development of small poverty alleviation projects to assist indigent individuals to generate some form of income	Number of poverty alleviation projects facilitated and supported	Poverty alleviation projects	Not included in the SDBIP for 2011/2012	1 project in rural area	<p>Provided Monitoring and support to the projects:</p> <ul style="list-style-type: none"> -Bapalela Tsetse Vegetable Garden -Boiphithlelo weaving project <p>Assistance given to Matlafallang Recycling to the Department of Tourism and Environmental Affairs.</p> <p><u>Meetings:</u></p> <p>Department of Social Development Botshabelo in connection with 2 crèches that are faced with title deeds issues.</p> <ul style="list-style-type: none"> -Inoseng Cooperative in Unit Section. <p>Financial Expertise 2013: Referred to Standard Bank and Eskom Foundation</p> <p>EPWP National Department of Public Works for the</p>	Positive variance	None required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
						implementation of Social Sector Incentive Grant. Two projects identified i.e. Safety Patrol and Home Based Care for job creation. The project will kick start by the end of August for the 3 regions.		
Early childhood development (ECD)	Compile a database of ECD centres in the City	Database compiled	Compile comprehensive database of ECD's	Not Included in SDBIP 2011/2012	Categorise the active database according to registered and non-registered centres	Database already in place currently busy with ongoing	On par	None required
Programme – crèches	Work towards reducing the number of crèches not complying to by-laws to zero.	Educational campaigns and inspections for formal and non-formal ECD centres	Number of educational campaigns and inspections conducted	Not included in SDBIP 2011/2012	2 educational campaigns per year and 1 inspection per quarter conducted	460 inspections conducted	Positive variance	None required
	Invest on training for practitioners catering for children with special needs to promote inclusivity in the ECD centre	Facilitate training programmes aimed to increase awareness of children with special needs.	Number of practitioners trained	Not included in SDBIP 2011/2012	30 practitioners trained	47 practitioners trained	Positive variance	None required

Table 3.56: EMPLOYEES: CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Employees: Child Care; Aged Care; Social Programmes					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	0
4 - 6	2	3	2	1	33%
7 - 9	0	0	0	0	0
10 - 12	0	2	0	2	100%
13 - 15	0	1	0	1	100%
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	2	6	2	4	67%

COMMENT ON THE PERFORMANCE OF CHILD CARE; AGED CARE; SOCIAL PROGRAMMES OVERALL

The City in partnership with the University of the Free State Medical Faculty has facilitated health check-ups of the elderly of Boichuco Old Age Home. Old age shelters have been visited. The City has supported a number of poverty alleviation projects with advice on sourcing finances and dealing with challenges such as title deeds. Trained 47 ECD centres practitioners.

The City did not succeed in providing assistance to 16 orphans as planned for 2012/2013 financial year.

3.15 BIO DIVERSITY AND LANDSCAPE - PARKS

The main objective of the parks division is to provide a clean, green and healthy environment to the residents of Mangaung. It is responsible for the horticultural maintenance and development of open spaces, parks, traffic islands, buffer zones, sports fields, street trees, city gardens and fire belts

The core functions of the unit are:

- Greening the city- entrances, parks, planting trees
- Maintenance of existing parks
- Maintenance of sports fields
- Development of new parks
- Cemeteries beautification

The main objective of natural resource management is to conserve the natural resources of MMM which consist of 28, 000 hectares, responsible to the development and maintenance of Naval hill as a tourist attraction for local and international visitors

The core functions of the unit are:

- Management of natural open spaces
- Naval hill nature reserve development
- Eradication of alien plants
- Protection of top –soil/ erosion control
- Management of wild animals in Naval Hill nature reserve

About 5318 trees were trimmed and pruned in the 2012/13 financial year

Table 3.57: SERVICE DELIVERY OBJECTIVES OF BIO DIVERSITY; LANDSCAPE AND PARKS

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
To have an attractive, clean, green and healthy environment	Clean and green environment in Mangaung Metro	Number of trees planted	Number of trees planted	400 trees planted	776 Trees planted	776	+326	
		Number of parks developed	Number of parks developed	New project	3 parks to be developed	The designs are completed.	None	None required
		City entrance beautification – Curie Avenue	Flower beds developed and trees planted	None	10 Flower beds revamped and 100 trees planted	None	No capital budget for 2012/2013	Approved funds on Capital Budget
		Open Space Development – Botshabelo	1 park	None	1 Park developed	None	No capital budget for 2012/2013	Approved funds on Capital Budget
		Botshabelo Regional Park Toilet Facility	1 toilet block	None	1 toilet block built	None	No capital budget for 2012/2013	Approved funds on Capital Budget
		New roofing for hothouse in Nursery	New roof	N/A – New Project	1 New roof for hothouse number 2	None	No capital budget for 2012/2013	Approved funds on Capital Budget

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Conservation outreach programmes	Conduct Conservation education/outreach programmes	Number of educational institutions visited/outreach programmes	17 conservation/ Outreach programmes conducted	3	24	+21	None required
	Service excellence within and around Mangaung Metro	Building of an access gate and the establishment of perimeter fencing at Naval Hill Nature Reserve	1 access gate erected and 2 kilometers of perimeter fencing established	None	1 Access gate and 2 kilometers of game fencing	The project has been completed on 9 April 2013 by the Contractor Messrs. Phela O Phedise General Trading and Trading. A completion certificated issued by MessrsInsite Landscape Architects	None	None required
Social and community services	Service excellence within and around Mangaung Metro	Alien plant eradication projects (prickly pear, sisal cacti) Bloemfontein, Thabanehu and Botshabelo	Removal of 360 Hectors of alien plants such as.	100 hectors in Botshabelo Region only	120 hectors	120 Hectares achieved	None	None required
				None	120 hectors	120 Hectares achieved	None	None required
				None	120 hectors	120 Hectares achieved	None	None required

Table 3.58: CAPITAL EXPENDITURE YEAR2012/2013: BIO-DIVERSITY; LANDSCAPE AND PARKS

Capital Expenditure Year2012/2013: Bio-Diversity; Landscape and Parks R' 000					
Capital Projects	Year 2012/13				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total Project Value
Upgrading/Development Parks Bloemfontein	1,000,000	1,270,000	1,207,767	62,232	1,270,000
Upgrading/Development Parks Botshabelo	1,000,000	865,000	148,500	716,500	865,000
Upgrading/Development Parks Thaba 'Nchu	1,000,000	865,000	146,575	718,425	865,000
Nelson Mandela Statue Site Preparations	8,287,710	8,287,710	4,344,733	3,924,977	8,287,710

Table 3.59: EMPLOYEES: BIO-DIVERSITY; LANDSCAPE AND PARKS

Employees: Bio-Diversity; Landscape and Parks					
Job Level	Year 2012/13				
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3		1	1	0	0%
4 - 6		5	4	1	20%
7 - 9		7	4	1	14%
10 - 12		15	14	1	7%
13 - 15		30	9	3	10%
16 - 18		181	134	29	16%
19 - 20		0	0	0	
Total		239	166	35	15%

Table 3.60: FINANCIAL PERFORMANCE BIO DIVERSITY

Financial Performance Year 2012/2013: Bio-Diversity; Landscape and Parks R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	495 111	542 134			
Expenditure:					
Employees	39 882 350	37 050 775			
Repairs and Maintenance	2 657 064	2 912 645			
Other					
Total Operational Expenditure	55 598 793	65 647 141			
Net Operational Expenditure	55 103 682	65 105 007			

COMMENT ON THE PERFORMANCE BIO DIVERSITY AND LANDSCAPE AND PARKS

The City has exceeded its set target of 450 trees to be planted by planting additional 326 trees in the period under review. Furthermore, the City has achieved its set targets in relation to conservation education/outreach programmes, alien plants eradication projects and the erection of an access gate and perimeter fencing at the Naval Hill Nature reserve.

The City did not succeed in implementing a number of capital projects *viz* City entrance beautification, open space development, Botshabelo Regional Park Toilet Facility and new roofing for hothouse in Nursery have been deferred to be implemented in the following financial year

COMPONENT E: ENVIRONMENTAL PROTECTION

3.16 POLLUTION CONTROL

Pollution control initiatives within the municipality are implemented and managed by an integrated approach (waste management, environmental management, environmental health, parks, etc). With regards to the 2 indicators listed we can report that water quality and air pollution programmes are in place. Environmental health practitioners take water samples on a daily basis from the 2 main reservoirs (*Brandkop and Masselspoort*) and on a monthly basis at household points evenly spread amongst all suburbs, our current compliance status is well within the parameters of SANS 241.

We also monitor the quality of air by means of three (3) air quality stations, main focus on sulphur dioxide emissions. We can safely report that no incidences in this regard were recorded during this reporting period. Our main challenge is the commissioning of 2 stations in Thaba Nchu and Botshabelo

Table 3.61: SERVICE DELIVERY OBJECTIVES FOR POLLUTION CONTROL

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Organise clean and green campaigns	Clean and green campaigns organised	Number of clean and green campaigns conducted		4	7 Sessions supported	+3 sessions	None
	Rehabilitation of Landfill sites	Landfill sites rehabilitated	Number of landfill sites rehabilitated		2 landfill sites rehabilitated	100% rehabilitation of the fill sites items budgeted for in 2012/13	None	None

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Cleaning of illegal dumping sites	Illegal dumping sites cleaned			50% Illegal dumping sites cleaned	Some illegal dumping sites in Botshabelo during Letsema and some in Bloemfontein were cleared	Not all illegal dumping areas were cleared due to resources constraint	More resources for the clearing of the dumps and awareness raising will be availed in the new financial year
	Compliance with national hygienic standards and environmental laws	Maintenance and Rehabilitation of landfill sites and public amenities			100% maintenance and Rehabilitation of landfill sites and 60% public amenities	100 % Maintenance OF All activities regarding maintenance of landfill sites and amenities at landfill sites budgeted for in the year under review were completed	None	None
	Initiate waste minimisation projects	Waste minimisation projects initiated	Number of waste minimisation projects initiated		Draft Feasibility Study for waste energy project in the landfill site approved by council.	Not achieved	Draft Feasibility Study for waste energy project in the landfill site approved by council.	Appointment of service provider will be accelerated.
Promote environmental health	Inspect medical waste generators	Conduct inspection on medical waste generators' premises	Number of medical waste generators' premises inspected	83 medical waste generators' premises inspected	115 medical waste generators' premises inspected	537Premises inspected	Positive variance	None required
Promote environmental health	Manage air quality	Air quality control	Time taken to respond to non compliance of Sulphur Dioxide emissions	All non-compliance of sulphur dioxide emissions identified and	All non-compliance of sulphur dioxide emissions identified	No excess emissions reported	On par	None required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
				handled within 2 days of onset	ed and handled within 2 days of onset			
		Environmental Management Pollution control	Number of related environmental management pollution complaints handled within 48 hours	All 158 complaints were handled within 48 hrs	All related environmental management complaints handled within 48 hrs	16 complaints handled	On par	None required

Employees: Pollution Control					
Job Level	Year 2012/13	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	1	1	1	0	0%
4 - 6	3	5	2	3	60%
7 - 9	15	21	17	4	19%
10 - 12	0	0	0	0	0
13 - 15	0	0	0	0	0
16 - 18	0	0	0	0	0
19 - 20	0	0	0	0	0
Total	19	27	20	7	26%

Table 3.62: EMPLOYEES: POLLUTION CONTROL

COMMENTS ON THE PERFORMANCE OF POLLUTION CONTROL OVERALL

The City has succeeded in organising clean and green campaigns to raise community awareness and elicit reciprocal civic duty in relation to communities partnering with the municipality in ensuring that the environment is safe and liveable. Maintenance and rehabilitation of landfill sites were done. The city has carried out prompt air quality control measures that resulted in no excess emissions reported.

The City had not succeeded in achieving its set target for ensuring that a draft feasibility study for waste energy project in the land fill site is approved by Council.

COMPONENET F: HEALTH

3.17 HEALTH INSPECTION, FOOD AND ABBATTOIR

The function of provision of environmental health services within the municipality includes all activities associated with the provision of municipal health services in terms of the National Health Act (no 61 of 2003) but do not take into account of poor health services which reside within the jurisdiction of FS provincial government. Service delivery provision here includes:

1. To ensure consumer protection (*food safety programme, water safety programme*) in accordance with food stuffs (*cosmetic and disinfectants Act no 54 of 1972 and SANS 241 for water quality*)
2. To render a microbiological laboratory service for the analysis of water and food stuffs as per legislative requirements (water services act and food stuff act)
3. To fulfil the functions of the local trading licence authority by enforcing the business act no 71 of 1991.
4. To render a pest and vector control and disinfestations service
5. To ensure the prevention of environmental health pollution by means of surveillance of premises (built environment)
6. The Disposal of dead (inspections of mortuaries and burial of unidentified bodies)

Both the food and water safety programmes were successfully sustained ensuring sustainable health and well-being of citizens. Our water quality compliance rate is at 98,2% well within the parameters of SANS.

With reference to food premises specific focus was placed on the registration of milk parlours (dairy farms) all of which they are now fully registered and compliant in terms of legislation. All food premises are inspected and monitored according to our food inspection programme and this yields success in health, hygiene and cleanliness. Our biggest challenge is the mushrooming of tuck shops in residential areas owned by foreigners and mostly illegal which do not comply with health standards. Haphazard operations and investigations did not yield the expected outcome but a multi-sector compliance and monitoring team which includes SAPS and Home Affairs will be established to combat non compliance

Table 3.63: SERVICE DELIVERY OBJECTIVES FOR HEALTH INSPECTION, FOOD AND ABBATTOIR

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Compliance with drinking water quality standards	Frequency of monitoring of drinking water	A)Regular Monitoring of drinking water	1489 drinking water samples taken	a) Regular monitoring and samples taken at strategic points of the City	SANS 241 compliance monitoring Operational and Risk based monitoring conducted	None	NONE

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		Maintain high standard of drinking water quality	b) Attainment of Blue drop certificate		b) Installation of the high lift water Pumps in Masselspoot	The appointment of the service provider and the ordering of the pumps has been done. 94% BDS audit 2013 December	Pumps are not installed	The ordering of the pumps has been accelerated and the pumps are expected in December 2013
		Decline in unplanned water interruptions (exceeding 24 hours)	% of reduction the number of unplanned water interruptions (exceeding 24 hours)	12.21	50%	50%	None	None
Safe working environment	Compliance to the Occupational Health and Safety Act	Training of employees in Health and Safety (6% of total staff)	Employees trained	167	228	198	-30	Training were scheduled in the Botshabelo Region, but could not commence due to non-attendance
		Promoting Health and Safety with video screening, safety talks, etc.	Safety Talks	1214	800	1042	+242	-
			Video Screening	893	600	546	-54	
		General Machinery Regulation 2 Inspections	Inspections conducted	18 sites were inspected	16 sites per year	33 sites for general machinery regulations	+17	
		Monitoring of H&S Committee's	Meetings		4 meetings per committee	6 meetings held	+2meetings	-
		Compiling Written Safe Work Procedures	Written Safe Work Procedure	14	16	20 safe work procedure written	+4	-

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Ensure compliance with Initiation Schools policy	Management of the Initiation Schools in compliance with the Free State Initiation Schools Health Act No 1 of 2004, as well as the Initiation Schools Public Policy of MMM	Number of Initiation Schools inspected to ensure public compliance with the Initiation Schools Public Policy	Inspection of all initiation schools to ensure compliance with municipal policies and Act	None	All to be inspected	Participated in meetings held in Botshabelo & Bloemfontein on the 9 th , 17 th , 23 & 24 in preparation for the launch of "A safe and Secure Schools Environment that is Free of Gangs and Drugs Campaign". Campaign was launched by the Executive Mayor. Free State Department of Health held Provincial Stakeholder Consultative Meeting on the 17 th May 2013 at Bophelo House. All registered schools inspected	Positive variance	None required
Promote environmental health	Food sampling conducted annually in accordance with the Foodstuffs, Cosmetics and Disinfectants Act 54 1972	Take samples annually in accordance with the Foodstuffs, Cosmetics and Disinfectants Act 54 1972	Number of samples taken per annum	959 food samples	1000 food samples	667	-333	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Conduct food random sampling at all public functions		Samples taken on all major functions where applications have been received.	Samples were taken on functions where applications were received	Samples taken on all major functions where applications have been received.	28 samples taken	On par	None required
	Inspection of food premises	Conduct food premise inspections	Number of food premises inspected	17 213 food premise inspections conducted	17 500 food premise inspections conducted	13543	-3957	
	Inspect dairy farms	Conduct inspections at dairy farms	Number of dairy farms inspected	New strategy	80 dairy farms inspected	62 dairy farms inspected	-18	
	Inspect mortuaries	Conduct inspections on all mortuaries	Number of mortuaries inspected	New strategy	All mortuaries inspected twice a year	35 Mortuaries inspected		
Promote environmental health	Monitoring of water quality according to SANS 241	Conduct monitoring of drinking water	Number of drinking water samples taken per annum	1633 drinking water samples taken	1700 drinking water samples	1204 samples taken	-496	
		Conduct monitoring of recreational water	Number of recreational water samples taken per annum	35 recreational water samples taken	60 recreational water samples taken	42 samples taken	-18	
Encourage basic hygiene	Conduct hygiene awareness programmes targeting learners	Provide health education	Total number of groups reached with relevant education.	10 groups reached	20 groups reached	30 groups reached	+10	
			Number of basic hygiene awareness campaigns conducted	0	10 basic hygiene awareness campaigns conducted	Not achieved 3 basic hygiene awareness campaigns conducted	7 basic hygiene awareness campaigns conducted	To be conducted in the new financial year

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Promote environmental health		Ensure disposal of the dead (burials of unidentified persons)	Number of burials performed within 2 weeks of request received	All burials performed within 2 weeks	All burials performed within 2 weeks	All burials performed within 2 weeks	On par	None required
	Conduct vector and pesticides controls	Survey of buffer zone camps (controlled commonages and open spaces) to control disease bearing vectors	Number of buffer zone camps (controlled commonages and open spaces) surveyed	12 camps surveyed	14 camps surveyed	14 Camps		None required
		Dis-infestation and vector control actions conducted within 48 hours	Number of disinfestations and vector control actions conducted within 48 hours	All requests handled within 48 hrs	All requests handled within 48 hrs	All requests handled within 48 hrs	On par	None required
		Zoönotic diseases control	Number of cases reported investigated	None	All cases reported investigated	All cases reported investigated	On par	None required
Prevent new infections	Increase awareness campaigns to educate communities on HIV/AIDS.	Conduct training on HIV/AIDS	Number of HIV/AIDS courses conducted	13 HIV/Aids and counselling courses conducted	12 courses to be conducted	15 courses to be conducted	+3	None required
	(Co-ordinate an effective Multi-Sectoral AIDS response through the local AIDS council)	Intensify education and awareness on HIV/AIDS	Number of HIV/Aids seminars to be conducted	3 seminars held	4 seminars per annum to be held	1 seminar held	-3	To be held in the new financial year
		Preventing the spread of HIV	Number of condoms distributed	1 520 706 condoms distributed	1 600 000 condoms distributed	1,940,400	+304,400	None required
		Encourage the community to know their status	Number of people tested through Voluntary Counselling and Testing (VCCT)	1 789 members of community tested	1 200 members of community tested	880	-320	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		Conducted Counselling and Testing outreach programmes (HIV/AIDS Candlelight Memorial Services, Info Sessions)	Number HIV Counselling and Testing outreach programmes conducted	34 sessions held in the rural areas	26 sessions held in the rural areas	57	+31	
	(Co-ordinate an effective Multi-Sectoral AIDS response through the local AIDS council)	Assist Home Based Care Organizations and OVC (orphan and vulnerable children) on training, referrals to other govt departments and information dissemination	Number of HBC's and OVC assisted	52 assisted	50 HBC's and OVC	12 HBC/OVC organizations (DACCA and LACCA x3 Meetings, Botshabelo x9)	-38	

Table 3.64: EMPLOYEES: HEALTH INSPECTION

Employees: Health Inspection					
Job Level	Year 2012/13	Year			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	2	2	0	0%
4 - 6	4	5	4	1	20%
7 - 9	20	25	20	5	20%
10 - 12	2	4	2	2	50%
13 - 15	0	0	0	0	
16 - 18	4	4	4	0	0%
19 - 20	0	0	0	0	
Total	32	40	32	8	20%

COMMENT ON HEALTH INSPECTION, FOOD AND ABBATTOIR

The City continues in providing drinking water services that is compliant to set water service standard. The City has exceeded the majority of set service delivery performance targets in relation to ensuring a safe working environment with the exception of Health and Safety video screening and training of employees in Health and Safety. The city also ensured that all initiation schools within the municipality complied with the Initiation Schools Policy. The City continued to provide effective health services in relation to inspection of mortuaries, ascertaining water quality and raising basic hygiene awareness *albeit* there is a need for improvements in relation inspection of food premises and inspection of dairy farms.

The City continues to perform well in relation to promoting awareness to educate communities on HIV/AIDS

COMPONENT G SAFETY AND SECURITY

The objective of the sub directorate is to enhance order and voluntary compliance with road traffic rules in the road network of the MMM and to ensure that Mangaung is a safe and secure place to live in, visit and do business in. In order to achieve this the division aims to prevent and minimize all security risks and threats to municipal property, services and people, crime prevention, enforcement of municipal by- laws and other applicable legislation and the investigation of municipal related crime

3.18 INTRODUCTION TO POLICE

Installation of CCTV cameras around the Mangaung Metropolitan Municipality targeting the hotspots as identified by law enforcement agencies (SAPS, etc). This will in future be utilised for traffic violations supplemented by, **speed law enforcement cameras**. The implementation of such measures has resulted in a decline of motor accidents and behavioural change of motorists. Lastly, the introduction of the **Parking Marshal System** will curb double parking and or parking in loading zones by motorists, or parking for the whole day in one spot, this is also a revenue enhancement strategy for the municipality

Table 3.65: SAFETY AND SECURITY

Safety and Security					
	Details	Year 2012/13			
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Number of road traffic accidents during the year	4860	0	1967	0
2	Number of by-law infringements attended	1093	800	481	800
3	Number of police officers in the field on an average day	45		45	
4	Number of police officers on duty on an average day	55		55	

55 officers are available on a daily basis, doing both law enforcement administration (traffic and security). This is the average and will also be influenced by sickness, annual leave and other unforeseen circumstances.

Table 3.66: SERVICE DELIVERY OBJECTIVES FOR SAFETY AND SECURITY

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
To reduce crime in the municipal area	Enhance enforcement of the by-laws through the use of the CCTV cameras	To reduce the dispatch/response time to offences identified on CCTV camera	All of reported offences attended to within 25 minutes after reporting	Not in SDBIP for 2011/2012	All reported offences attended to within 25 minutes of reporting	All reported offences attended to within 25 minutes of reporting	Positive variance	None required
	Extension of CCTV cameras in newly identified hotspots	To protect and secure the identified hotspots	Number of new CCTV cameras installed in newly identified hotspot areas	None	20 new CCTV cameras installed	Process completed	Positive variance	None required It should be noted that cameras will be redeployed to Botshabelo and Thaba Nchu
	Enforcement of the by-laws	Monitoring, identification, dispatch and enforcement of the by-laws	Number of operations/programmes conducted and reported	None	24 operations/programmes conducted e.g. street trading	A total of 47 operations were conducted	Positive variance	None required
To create a safe and secure road environment for all road users	Develop operational programmes to resolve symptoms of lawlessness	To initiate law enforcement programmes by tracking of road users behaviour through law enforcement interventions	Number of programmes	Not in SDBIP for 2011/2012	240 x speed law enforcement programmes	A total of 5240 were conducted	Positive variance	None required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
To create a safe and secure road environment for all road users	Develop operational programmes to resolve symptoms of lawlessness	To initiate law enforcement programmes by tracking of road users behaviour through law enforcement interventions	Number of programmes	Not in SDBIP for 2011/2012	480 x execution of warrants of arrest	651 warrant of arrest executed	Positive variance	None required
To create a safe and secure road environment for all road users	Develop operational programmes to resolve symptoms of lawlessness	To initiate law enforcement programmes by tracking of road users behaviour through law enforcement interventions	Number of programmes	Not in SDBIP for 2011/2012	1440 x moving violations cellphones	501 fines issued on cell phone offences	Target not reached due to compliance of motorist	
To create a safe and secure road environment for all road users	Develop operational programmes to resolve symptoms of lawlessness	To initiate law enforcement programmes by tracking of road users behaviour through law enforcement interventions	Number of programmes	Not in SDBIP for 2011/2012	100 x Non moving violations e.g. seatbelts	387 fines on seatbelt offences issued f	Positive variance	None required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		ntions						
To create a safe and secure road environment for all road users	Develop operational programmes to resolve symptoms of lawlessness	To initiate law enforcement programmes by tracking of road users behaviour through law enforcement interventions	Number of programmes	Not in SDBIP for 2011/2012	400 x Movable violations – unregistered and unlicensed vehicles	2266 fines issued for unlicensed/unregistered offences for the quarter	Positive variance	None required
	On street parking system	Implementation of on street parking system in MMM	Implementation of parking marshal system	Not in SDBIP for 2011/2012	Implementation of the system in Bloemfontein CBD and Westdene	Parking bays configuration. Training of marshal's started on the 2 nd July 2013 and will end on the 12 th July 2013.	Positive variance	None required
Social and community services	Management of major public events to ensure safety of attendees	Attendance of Joint Operations Centre (JOC) at public events at stadia and all venues of a capacity of more than 2000 persons	Percentage of JOC attendance at public events	90%	90%	15 out of 15 JOC (100%).	No variance	No corrective action required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Ensuring prompt and appropriate post incident recovery	Conduct post incident assessments	Number of post-incident assessments done within 24 hours after being reported to Disaster Management	7 out of 10	7 out of 10	15 out of 16 [94%]	No variance	No corrective action required
	Enhancing emergency preparedness	Initiate compilation of Contingency plans.	Number of Contingency plans of which compilation was initiated within 5 working days of request being received	10	8 out of 10	1 out of 1 [100%]	No variance	No corrective action required
Social and community services	Ensure safe and secure environment to residents of Mangaung	Reduction in the number of crime related cases on municipal premises	Number of crime awareness campaigns conducted	9 campaigns conducted	16 awareness campaigns conducted	14	Positive variance	None required
		Embarked on operations on identified crime hotspots	Number of operations on identified crime hotspots embarked upon	2 eliminated	16 hotspots targeted(1 per region per quarter)	A total of 24 hotspots were reported	Positive variance	None required
		Enforcing by-Laws	Number of fines, notices and warnings issued	1232 summonses issued	800 summonses issued	254	-546	Waiting for summons books to be provided
		Traffic law enforcement initiatives to be conducted in identified accident	Number of road blocks conducted in high risk areas: Andries Pretorius Street Dr Belcher Road Church Street Nelson Mandela, Station Road Chief Moroka Street	594 accidents attended to	440 road blocks to be conducted	932	+498	None required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		hotspots.	Main Road Telkom park					
Improve revenue collection	Enforce payment of traffic fines	Traffic cases successfully enforced to finality and payment received	Number of traffic cases paid	4 342 traffic cases paid	5 000 Cases paid	6203	+1203	None required

Table 3.67: EMPLOYEES: POLICE OFFICERS/TRAFFIC AND SECURITY OFFICERS

Job Level	Year -1	Year 0			
Police	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Police Officer & Deputy					
Other Police Officers					
0 - 3	1	1	1	0	0%
4 - 6	6	7	6	1	14%
7 - 9	43	54	43	11	20%
10 - 12	93	160	93	67	42%
13 - 15	83	160	83	77	48%
16 - 18			0	0	0
19 - 20			0	0	0
Total			226	156	0

Table 3.68: FINANCIAL PERFORMANCE YEAR 2012/2013: POLICE/TRAFFIC AND SECURITY

Financial Performance Year 2012/2013: Police/Traffic and Security					
R'000					
Details	Year -2012/20131				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Police Officers	96,265,980	107,511,910	0	107,511,910	0%
Other employees	8,050,806	9,323,612	0	9,323,612	0%
Repairs and Maintenance	8,169,630	4,754,028	0	4,754,028	0%
Other	0	0	0	0	
Total Operational Expenditure	16,220,436	14,077,640	0	14,077,640	0%
Net Operational Expenditure	16,220,436	14,077,640	0	14,077,640	0%

Table 3.69: CAPITAL EXPENDITURE YEAR 2012/2013: POLICE/TRAFFIC AND SECURITY

Capital Expenditure Year 2012/2013: Police/Traffic and Security					
R' 000					
Capital Projects	Year 2012/2013				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
<i>Total All</i>	3,500,000	7,000,000	6,484,880	515,120	
Installation of CCTV cameras	3,000,000	0	2,984,880	-2,984,880	
Traffic Law Enforcement Cameras (Fixed)		1,500,000	1,500,000	0	
Traffic Law Enforcement Cameras (Digital)		2,000,000	2,000,000	0	

OVERALL PERFORMANCE OF SAFETY AND SECURITY

In terms of CCTV cameras 103 cases were reported and attended to in the specified time frame by SAPS and security personnel, certain hotspots were eliminated and people involved in crime were arrested.

Metro police was not approved in the previous financial year but individuals in the municipality were identified, appointed and tasked with the responsibility of ensuring that the process of establishing the metro police gets off the ground, lastly in terms of speed law enforcement cameras 7 permanent cameras were installed in Bloemfontein and five handheld cameras were also purchased. The process is going to be rolled out to Thaba Nchu and Botshabelo.

The City has not attained its set target in relation to cell-phones offences and issuance of summons

3.19 FIRE

The Fire and Rescue Services aims to prevent fires. Focus is thus placed on fire prevention and public education / awareness. During the period under review 2729 inspections were conducted at premises to which the general public has access. The aim of these inspections is to ensure compliance with statutory fire safety measures. During the same period 560 Health Care Workers were trained in basic fire safety and evacuation procedures. Focus was also placed on paraffin safety with a total of 19 campaigns reaching 1322 persons conducted. An innovative approach was adopted in that persons waiting to be treated at clinics were exposed to paraffin safety while waiting their turn.

Table 3.70: METROPOLITAN FIRE SERVICE DATA

Metropolitan Fire Service Data					
	Details	Year 2012/13			
		Actual No.	Estimate No.	Actual No.	Estimate No.
1	Total fires attended in the year	1325	1300	1009	1010
2	Total of other incidents attended in the year	250	250	239	240
3	Average turnout time - urban areas	13 min	Not estimated	13 min	13 min
4	Average turnout time - rural areas	23 min	Not estimated	23 min	23 min
5	Fire fighters in post at year end	85	100	109	132
6	Total fire appliances at year end	26	26	26	26
7	Average number of appliance off the road during the year	5	2	4	2

Table 3.71: FIRE SERVICE POLICY OBJECTIVES TAKEN FROM THE IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Prevent or reduce losses that occur due to natural or man-made disaster through preparedness, mitigation, response and recovery	Conduct fire and disaster awareness and public outreach programmes	Develop and implement paraffin safety programmes	Number of paraffin safety awareness campaigns delivered	Not included in 2011/12 SDBIP	Develop and implement paraffin safety programmes in urban and rural areas	19	Positive variance	No corrective action required
Social and community services	Ensuring prompt and appropriate response to emergency incidents	Effective and efficient dispatching of emergency resources to fire and rescue calls	Number [percentage] of fire and rescue calls to which resources were dispatched within 3 minutes	8 out of 10 [80%]	8 out of 10	504 out of 557 fire and rescue calls to which resources were dispatched within 3 minutes (90%).	No variance	No corrective action required
	Ensuring prompt and appropriate response to emergency	Customer satisfaction with services rendered by the	Number [percentage] of callers polled indicating their satisfaction	9.0 out of 10 [90%]	9 out of 10	32 out of 32 (100%).	No variance	No corrective action required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	incidents	Control Centre.	with the service rendered by the Control Centre.					
Social and community services	Responding to fire and rescue incidents	Delivery of Operational Fire and Rescue Services in complying to SANS 10090	Number of fire and rescue emergency responded to in compliance with SANS 10090 i.r.o wait of response and turn out time	Compliance in respect of 7.8 out of 10 (78%)	7.5 out of 10	8.6 out of 10 (86%)	Positive variance	No corrective action required
	Ensuring compliance with statutory fire safety measures	Inspect high risk premises	Number of inspections at high risk premises	137	90	122	Positive variance	No corrective action required
Social and community services	Ensuring compliance with statutory fire safety measures	Inspect moderate risk premises	Number of inspections at Moderate Risk Premises	230	230	340	Positive variance	No corrective action required
	Ensuring compliance with statutory fire safety measures	Inspect low risk premises	Number of inspections at Low Risk Premises	1998	1800	2267	Positive variance	No corrective action required
	Ensuring compliance with statutory fire safety measures	Scrutinise building plans for compliance with statutory fire safety measures within 5 working days	Number of building plans submitted scrutinized for compliance with statutory fire safety measures within 5 working days	8 out of 10	8 out of 10	100 out of 100 building plans submitted scrutinised for compliance with statutory fire safety measures within 5 working days (100%).	Positive variance	No corrective action required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Social and community services	Ensuring compliance with statutory fire safety measures	Issue Fire Safety Compliance Certificates	Number of Fire Safety Compliance Certificates inspections conducted within 2 working days after receipt of request.	7 out of 10	7 out of 10	47 out of 49 Fire Safety Compliance Certificates inspections conducted within 2 working days after receipt of request (96%).	Positive variance	No corrective action required
	Enhance Public Fire Safety Awareness	Educating key target groups such as health care workers, learners at school and vulnerable members of the community in fire safety and disaster management	Number of fire safety public awareness contact sessions with MMM Commerce and Industry Institutions	8	6	18	Positive variance	No corrective action required
	Enhance Public Fire Safety Awareness	Train Health Care Facility staff members in fire safety and evacuation procedures	Number of Health Care Facility staff members trained in fire safety and evacuation procedures	190	200	560	Positive variance	No corrective action required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Enhance Public Fire Safety Awareness	Organise public outreach events aimed at creating public awareness i.r.o. Fire Safety and Disaster Management	Number of public outreach events aimed at creating public awareness i.r.o. Fire Safety and Disaster Management attended	7	6	11	Positive variance	No corrective action required
	Enhance Public Fire Safety Awareness	Provide formal fire training to persons from the industrial and commercial community.	Number of persons from the industrial and commercial community trained	189	200	375	+175	No corrective action required – annual target exceeded
	Enhance and maintain skills of Fire and Rescue staff	Present “Rescue Operational” courses	Number of “Rescue Operational” courses presented	Not included in 2011/12 SDBIP	1	1	No variance	No corrective action required
	Enhance and maintain skills of Fire and Rescue staff	Present IFSAC “Fire Fighter 2” courses	Number of IFSAC “Fire Fighter 2” courses presented	Not included in 2011/12 SDBIP	1	1	No variance	No corrective action required
	Enhance and maintain skills of Fire and Rescue staff	Develop and document Operating Procedures (SOP’s) for safe operational use	Number of Standing Operating Procedures (SOP’s) developed and documented	10	10	10	No variance	No corrective action required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		of equipment						
	Enhance and maintain skills of Fire and Rescue staff	Present IFSAC "Hazmat Operations" courses	Number of IFSAC "Hazmat Operations" courses presented	1	1	1		No corrective action required

Table 3.72: EMPLOYEES: FIRE SERVICES

Employees: Fire Services					
Job Level	Year -2012/2013				
Fire Fighters	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
Administrators	No.	No.	No.	No.	%
Chief Fire Officer & Deputy					
Other Fire Officers					
0 - 3	0	0	0	0	
4 - 6	5	6	5	1	17%
7 - 9	26	37	26	11	30%
10 - 12	85	132	109	23	17%
13 - 15	2	3	1	1	33%
16 - 18	9	12	9	3	25%
19 - 20	0	0	0	0	
Total	127	190	150	39	21%

Table 3.73: FINANCIAL PERFORMANCE FIRE SERVICES

Financial Performance Year 0: Fire Services R'000					
Details	Year 2012/13	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	584	616	0	738	
Expenditure:					
Fire fighters	28 836	35 893	3 100	39 418	
Other employees	3 707	3 483	0	3 242	
Repairs and Maintenance	844	1 916	-58	172	
Other	2 714	4 825	1 675	2 098	
Total Operational Expenditure	36 101	46 117	4 717	44 930	
Net Operational Expenditure	35 517	45 501	4 717	44 192	

COMMENT ON THE PERFORMANCE OF FIRE SERVICE OVERALL

The City continues to provide effective fire service and all the set performance target were met in the under review.

3.20 DISASTER MANAGEMENT, ANIMAL LICENCING AND CONTROL

The disaster management sub directorate is performing its functions and duties in accordance with the disaster Management act 2005 (57/2002). The MMM is in terms of the act compelled to establish a disaster management centre that will be the focal point for all disaster related management activities. Processes are in place for the building of a purpose made disaster management centre. Mangaung Metropolitan Municipality is at present performing a 24/7 communication and control centre as part of the disaster management sub directorate where community can report any emergency situation. The top 3 service delivery priorities are:

1. Ensure prompt and appropriate post incident recovery
2. Enhance emergency preparedness
3. Ensure prompt and appropriate response to emergency incidents

Checklists and measurements were implemented to ensure compliance with standards set to ensure service delivery. Disaster Management staff are involved in public education programmes to enhance community resilience against disasters against disaster and negative effects thereof.

Table 3.74: SERVICE DELIVERY OBJECTIVES FOR DISASTER MANAGEMENT

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Review business continuity plan	Business continuity plan revised periodically	Mid-Year Quarter BCP Review	BCP Development	Review business continuity plan routinely covering emergency telephone numbers, plan participants information and recovery ranking and test periodically and use results to update the plan	BCP currently being reviewed. Not completed as all infrastructure not fully installed	Review of BCP not completed	Finalisation of BCP to be prioritised during 2013/14 FY
Prevent or reduce losses that occur due to natural or man-made disaster through preparedness, mitigation, response and recovery	Develop a disaster management plan	Disaster management plan developed	Disaster management plan developed and approved	None	Completion of risk and vulnerability assessment for entire municipality	The appointed service provider [Aurecon] has made a presentation to all Stakeholders and proposed	No variance	No corrective action required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
						dates for public participation has been done on 20 June 2013 [Botshabelo and Thaba Nchu] and 21 June 2013 [Bloemfontein]. The workshop in Bloemfontein was cancelled by the Speaker's Office.		
	Develop a database of disaster management volunteers	Recruitment and training of disaster management volunteers	Number of volunteers recruited and trained	Not included in 2011/12 SDBIP	120 volunteers recruited and trained	180 Volunteers	+60	No corrective action required
	Develop disaster mitigation programmes for the city	Establish one (1) Disaster Management Centre	Establish one fully operational Disaster Management Centre	Not included in 2011/12 SDBIP	Completion of all preparatory work for establishment of Disaster Management Centre	Bid Evaluation Committee has approved the tender for the disaster management centre in principle on 28 June 2013. Bid contract, MMM/BID68 – Aurecon South Africa [Pty] Ltd	No variance	No corrective action required
Prevent or reduce losses that occur due to natural or man-made disaster through preparedness, mitigation,	Devolve ambulance services from Province to city	Establish ambulance service Unit at Metro	Fully operational ambulance service operated by MMM	Not included in 2011/12 SDBIP	Ambulance Service established	No Activities to date – assigning by MEC still being awaited	MEC for Health has to date not assigned function to MMM	Engagement on a political level

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
response and recovery								

Table 3.75: EMPLOYEES DISASTER MANAGEMENT

Employees					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	0	0	0	
4 - 6	1	1	1	0	0%
7 - 9	17	22	17	5	23%
10 - 12	1	1	1	0	0%
13 - 15	0	0	0	0	
16 - 18	0	0	0	0	
19 - 20	0	0	0	0	
Total	19	24	19	5	21%

Table 3.76: FINANCIAL PERFORMANCE DISASTER MANAGEMENT

Financial Performance Year 0: Disaster Management, Animal Licensing and Control, Control of Public Nuisances, Etc R'000					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	0	0	0	
Expenditure:					
Employees	5,063,645	6,387,713	324,400	7,229,202	
Repairs and Maintenance	68,853	241,010	161,636	517,93	
Other	130,314	1,545,240	138,259	546,367	
Total Operational Expenditure	5,262,812	8,173,963		7,827,362	
Net Operational Expenditure		8,173,963	0	7,827,362	

Table 3.77: CAPITAL EXPENDITURE DISASTER MANAGEMENT

Capital Expenditure Year 2012/2013: Disaster Management, Animal Licensing and Control, Control of Public Nuisances,					
Capital Projects	Year 0				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
Total All	500,000	0	0	500,000	
Establishment / construction of a purpose build disaster management centre.	500,000	500,000	0	500,000	

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT OVERALL

The City is performing well in relation to disaster management services and the set measurable performance targets are being met.

The City has not succeeded in establishing a disaster management Centre and an ambulance service unit in the City because of limited capital funds allocated in that year under review and no response yet received from the MEC Health on the assignment of ambulance service to the City. These projects will be implemented in the 2013/2014 financial year through leveraging additional capital funding for establishing a disaster management Centre and robustly engaging the MEC for Health on assignment of ambulances services to the City.

COMPONENT H: SPORTS AND RECREATION

3.21 INTRODUCTION TO SPORT

Mangaung Metropolitan Municipality has set itself a lofty ideal of being a “Sporting Mecca”. During the year 2012/13 financial year, municipality rehabilitated the athletic track to IAAF Class and 36 Tennis Courts in and around Mangaung. The rehabilitation of those facilities saw the municipality hosting some of the big competitions successfully. These facilities contributed positively to the surrounding communities.

Table 3.78: SERVICE DELIVERY OBJECTIVES FOR SPORTS

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Promote arts and cultural programmes.	Arts and culture promotion	Number of arts and cultural organizations supported	Number of arts and cultural programmes initiated or supported	0	5 Cultural organizations identified and supported	Assisted Tidimalo Dance and Theatre Production with registration into MMM database. Visited Les Arts Vivent Opera music project at Mmabana Art Centre in Thaba Nchu in preparation for Youth Day celebration performances. Assisted the Women and men with rehearsal space at Leinaeng Library	Only three (3) groups supported due to high priority on Initiation school functions .	None required.
	Research and record Heritage sites, monuments, and public art on the STAR	All Heritage sites, monuments, and public art researched and recorded on the STAR	Heritage sites, monuments, and public art researched and recorded in the STAR database	0	All heritage sites, monuments, and public art to be researched and recorded on the STAR	Co-operated with SAHRA for the declaration on the three (3)	On par	None required

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	database	data base			database	National Heritage sites: Graves of Dr J.S. Moroka & Mr T.M Maphikela and the Wesleyan Church Waaioek.		

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Promote and support sports and recreation in the Metro	Promotion and development of sport and recreation	Amateur and grass root sporting codes and recreation supported	Sports and recreation	Not included in the 2011/2012 SDBIP	Identify and implement one amateur sporting code	<p>Held the Mangaung Senior Sports Citizens Recreation al Games (Recreation al Day for the Aged) on the 18 May 2013</p> <p>Sponsor South African Air Force their Soccer National Tournamen t was held in BFN, Air Force Base Bloemspui t.</p> <p><u>Facilitated:</u> -Table Tennis tough training session, KS stadium. -Netball Clinics K Section</p> <p><u>Supported:</u> -Caleb Motshabi Table Tennis Club with their Table Tennis Tournamen t</p> <p>-Lovelife 10 years celebration and Fun Run, lovelife</p> <p>-Perform Karate demonstrat ion with team at ThabaPhats</p>	Positive variance	None required

Table 3.79: EMPLOYEES: SPORT

Job Level	Year 2012/13	Year			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	1	0	1	100.00%
4 - 6	0	0	0	0	0.00%
7 - 9	7	0	0	0	0.00%
10 - 12	8	8	7	1	12.50%
13 - 15	1	1	1	0	0.00%
16 - 18	47	47	30	17	36.17%
19 - 20	0	0	0	0	0.00%
Total	63	57	38	19	33.33%

Table 3.80: FINANCIAL PERFORMANCE SPORTS AND RECREATION

Financial Performance Year 0: Sport and Recreation					
R'000					
Details	Year -2012/2013				
		Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue		1 591 283.00	0	827 551.19	
Expenditure:					
Employees		5 969 022.00	0	6 231 858.42	
Repairs and Maintenance		4 247 590.00	0	2 005 690.87	
Other		0.00	0	0	
Total Operational Expenditure		10 216 612.00	0	8 237 549.29	
Net Operational Expenditure		8 625 329.00	0	7 409 998.10	

Table 3.81: CAPITAL EXPENDITURE SPORTS AND RECREATION

Capital Expenditure Year 2012/13: Sport and Recreation					
R' 000					
Capital Projects	2012/13				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
All	33,350,000	51,576,027	21,960,029	29,615,998	
Refurbishment of Tennis Courts, Caleb Motshabi	-	1,017,632	1,017,631	1	
Resurfacing of Free State Stadium Athletic Stadium	-	8,508,424	8,464,711	43,713	
Stadium swimming pool	8,000,000	8,118,738	5,960,535	2,158,203	8,118,738
Boxing Arena	2,500,000	2,500,000	449,647	2,050,353	2,500,000
Community hall, Botshabelo	3,500,000	1,500,000	574,030	925,970	3,500,000
Community Hall, Botshabelo	0	6,000,000	5,710,030	289,970	

Heidedal Swimming Pool	1,000,000	3,000,000	1,064,639	1,,935,361	3,000,000
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COMMENT ON THE PERFORMANCE OF SPORT

The City is on course on refurbishing social amenities such as tennis courts and swimming pools, community halls within the municipality to be accessed by communities and various sporting codes operating in the City.

Other set performance targets are met to the exception on identifying and supporting 5 cultural organisations.

COMPONENT I: CORPORATE POLICY OFFICES AND OTHER SERVICES

INTRODUCTION TO CORPORATE POLICY OFFICES

The unit is intended to amongst other things provide the following services:

- Effective and efficient HR management services to all directorates with the MMM
- Render labour relations support and programmes for employees and management of the municipality
- Support the workforce through the rendering of efficient occupational health and employee wellness
- Safety and loss control management
- Manage MMM facilities
- Provide ICT service to MMM
- Provide an integrated Human resource Development service

3.22 EXECUTIVE AND COUNCIL

Table 3.82: SERVICE DELIVERY OBJECTIVES OF EXECUTIVE AND COUNCIL

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Strategic Management Programmes	Execute and/or manage strategic events of Council	Strategic Events managed and executed successfully	Events delivered per operational plan	N/A	Events delivered per operational plan	100%	-	
Strengthen performance management system	Improve performance management and accountability	Development and approval by Council of the Individual Performance Management System for implementation	1 IPMS approved and implemented	Draft IPMS in place	Draft Policy presented for inputs and approval at EMT, Section 80: Corporate Services	Target not achieved		IPMS Policy submitted for discussion at LLF
		Performance management system is embedded within the	Number of senior managers and MAYCO members trained on PMS	0	All senior managers and MAYCO trained on PMS	Partially achieved. A working session with EMT organised on PMS	Training workshop for members of MAYCO	Training on PMS will be implemented once the Policy framework is approved by Council

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		institution through training and induction	Number of Sec 79 members trained on PMS	0	All members of the 79 Committees trained on PMS	An orientation workshop on PMS and Audit Report was organised for the members of Section 79 committee	Nil	
Provision of efficient corporate secretariat to Council, Mayco, Council Committees and management	Efficient and functional committee management system	Effective Corporate Secretariat Administrative and institutional systems, structures and procedures.	Scheduled meetings held as per agreed standards	95% achievement rate	95 - 100% achievement rate of scheduled meetings	All scheduled EMT, Mayco, Council and Section meetings were held per	None	None
	Gradual phase-in of electronic document management system: Mayoral Committee	Meetings and proceedings of the Mayoral committee conducted and managed via electronic document system	50% Reduction in paper and printing costs for the Mayoral committee Meetings	None	50% reduction	All MAYCO documents issued electronically	None	
	Report on benefits, costing of the system. Provision of Budget for next financial year Tracking of decisions	Decisions of Council are implemented	Number of council decisions tracked	None	95%	100% execution letters issued	None	
Provide strategic leadership and planning with well-	Provide strategic leadership, involvement and planning	Strategic leadership, involvement and planning	Provide strategic leadership, involvement and planning	IDP SC fully functional	Fully functional IDP SC with regular meeting	Steering committee meetings takes place on a need basis	-	-

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
defined targets aligned to the budget		provided		IDP and budget conference	Hold IDP and Budget Lekgotla (Budget Conference) twice annually	IDP conference successfully organised and held	-	-
			Adopted IDP and budget process plan	Approved IDP and budget process plan	Develop and approve IDP process plan	IDP and budget process plan approved	-	
			Council approved IDP	Approved IDP	Review and compile 2013/14 IDP	IDP approved by council	-	-
	Develop and implement IDP awareness and advocacy strategy with stakeholders	IDP awareness and advocacy strategy with stakeholders developed and implemented	Approved IDP advocacy strategy	Public consultations and hearings	Approved IDP advocacy strategy	n/a		This to be done in quarter 1 of 2014/15 budget year
	Compile Service delivery and budget implementation plan (SDBIP) annually	Service delivery and budget implementation plan (SDBIP) compiled annually	SDBIP approved by the Executive Mayor	Approved SDBIP by the Executive Mayor	2012/13 SDBIP developed and approved by the Executive Mayor 28 days after the approval of the IDP and budget	SDBIP signed off by the Executive Mayor	-	
		The Organisational SDBIP streamlined and linked to performance management and	Approved annual report	Approved annual report	Development of annual report	25%	-	Annual report to be finalised in the 3 rd quarter of budget year 2013/14

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		plans						
		Comparison of all actual project impacts against the agreed strategic plans	SDBIP implementation report	SDBIP report	Report produced each quarter	4 quarterly reports produced	-	
Intergovernmental Relations	Develop and adopt I.G.R Strategy	Workshop the I.G.R Strategy	2 Workshops	0	100%	0	-100%	
		Presentation of strategy to MAYCO		No presentation	100%	0	-100%	
International Relations	Coordinate and record existing and new partnerships	Develop register of MOU's and finalise new MOU's	Coordinate and finalise international	0	100%	Not achieved	-100%	A register of MOUs to be developed in the new year
		Finalise partnership with Maseru(Lesotho)	2 Agreements	0	100%	Not achieved	-100%	Partnership agreements to be finalised with Maseru and Lesotho in the new year
		Finalise partnership with 2 Sister metros	2 Agreements	0	100%	0%	-100%	
Knowledge Management	Develop Knowledge management Strategy	Workshop draft strategy among stakeholders	4 Workshops	0	100%	0%	-100%	Knowledge Management Strategy and workshops to be developed and conducted in the new financial year

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
CRM and Information Services	Provide information to stakeholders	All P.A.I.A requests are responded to in time	Number of request received and responded to		100%	25%	-75%	
	Ensure that SLA is implemented fully	CRM centres is managed effectively	Steering committee meetings held and reported on	6	8%	Not achieved		
Alternative funding models	Access other sources of funding us for service delivery	Identify and submit applications to funding sources		4	4	0%	Target not achieved	
Establish Mangaung Metro Municipality Business Units	Identify and Develop business Plans	Business Plans approved by MAYCO	Business division established	0	3	0	-3	Council identified business units will be developed in the next financial year

COMMENT ON THE OVERALL PERFORMANCE OF THE EXECUTIVE AND COUNCIL

The Council of the City continues to discharge its assigned oversight responsibilities by meeting periodically within set legal parameters to process matters related to Council. The Executive meet continuously to discharge its responsibilities assigned by Council and various pieces of legislation. Performance targets related to Integrated Development Plan, PMS and SDBIP are being met to the exception of training MAYCO members in PMS.

The City has not succeeded in meeting set performance targets related to Inter-Governmental Relation and Knowledge Management primarily due to lack of dedicated senior personnel to discharge the attendant responsibilities attached to these portfolios and the establishment of the City's business unit is a persistent challenge.

3.23 FINANCIAL SERVICES

INTRODUCTION TO FINANCIAL SERVICES

MMM's legal change of status to that of a metropolitan municipality as of May 2011 led to a rise in grant receipts. This is expected to continue over the medium term, the predictability of which remains fairly high.

MMM evidences a very low debt profile, with debt to total income below 2% in 2013, and debt being primarily long dated. MMM has indicated that it may consider a bond programme to help fund infrastructure, once its legacy issues are rectified. Further progress in improving debtor's collection, would lead to firmer cash flows and a strengthening of liquidity metrics in the near future.

To rectify the issues that were highlighted in previous Auditor General ("AG") reports, substantial steps have been implemented to improve MMM's management and accounting process. Most significantly, this involved a complete revaluation of all assets and liabilities, to bring these in line with the municipal accounting regulations.

New Valuation Roll was compiled and Property Rates Policy and By-laws were reviewed in line with the provisions of the Municipal Property Rates Act.

MMM's liquidity position has improved in recent financial years. Cash on hand improved to 37 days in 2012/13 financial year, from the low of 7.5 days in the 2010/11 financial year (*This shows that cash on hand has improved and will carry the municipality for a longer period*).

Unfunded liability has decreased from R519m in 2012 to R121m in 2013.

The shortfall on unspent conditional grants has been reduced from R102.7 million in 2012 to a surplus of R231.2 million in 2013.

The key management's priority has been to address the shortfall on the unspent conditional grants, as measured against the ring fenced investment made for the said specific funds.

Table 3.83: DEBT RECOVERY

Debt Recovery			
	2012/13 R'000		
Details of the types of account raised and recovered	Budget for the year	Actual accounts billed in year	Proportion of accounts value billed that were collected%
Property Rates	493,976	514,177	
Electricity	1,831,742	1,747,412	
Water	543,286	514,367	
Sanitation	132,361	143,927	
Refuse	33,847	59,877	
Other	224,686	134,576	
Total	3,259,898	3,114,336	93,1%

The proportion of account value billed is calculated by taking the total value of the year's revenues collected against the bills raised in the year by the year's billed revenues.

Table 3.84: SERVICE DELIVERY OBJECTIVES OF FINANCE IN THE IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Improve customer satisfaction	Improvement of billing system	Accuracy and completeness of billing system	Number of customers receiving accurate accounts (not estimates)	40%	Reduce the interim meter readings 20%	84.5% of consumers received correct accounts without estimates in June 2013 15.5% of consumers received estimated accounts 12.7% of these were not read for more than 3 months.	Positive variance	Meters not read for more than 3 months were given to contractors to investigate further. Files of broken meters are sent to Engineering Services for replacements.
			Number of customers receiving monthly accounts to their preferred addresses	50%	80% of consumer accounts issued to correct addresses	Total number of accounts printed has increased from 170,723 in July 2012 to 179,210 in June 2013, representing an additional 8,487 more accounts. Total of 5283 accounts were returned by the post office in July 2012 representing 3%. In June 2013 a total of 1682 was returned representing 0.9%.	-	
Revenue Enhancement	Improve revenue collection	Revenue collection improved	Collection rate to be improved from 90% to 95%	< 92	95%	93.10%	1.90%	None

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Collect all collectable revenue and Leverage alternative sources of funding	All collectable revenue, previously unbilled revenue and Leverage alternative sources of funding collected	Amount of externally sourced funds	-	R 30 million	Negotiated Human Settlement Grant of R62 million from FS Department of Human Settlements	Positive variance	
			Increasing revenue base by accounting for unaccounted services		R20 million	Total accounts billed in July 2012 was R119,365,998. 34 and total billed in June 2013 is R 133,273,724.09 (R13,907,276)	Positive variance and Reports on illegal connections and illegal occupation audits submitted to Engineering & Planning Department	Planning & Engineering Department to implement the recommendations on the findings
	Develop new valuation roll based on the site and any improvements made	New valuation roll based on the site and any improvements made developed	Number of new properties (new developments) added in the valuation roll	None	New valuation roll that includes all developments	New General Valuation Roll ready for implementation on 1 st of July 2013. All the new developments within the city are included	-	
Financial Accounting and Compliance	Implement clean audit initiatives	Improve from disclaimer audit to Qualification	Progress on Audit Action Plan for 2011-12	Report not yet issued	Qualified audit report	71% complete (Financial Services Directorate Only)	19% exceptions not cleared	Follow up on all outstanding issues before the completion of the financial statements and submission thereof to the AG

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
			Clearing of historic issues raised by Auditor General	Disclaimer Audit Report	100% clearing of legacy issues	N/A	0	Not applicable as there were no legacy issues for the current year
			Responses to issues raised by the A-G			71% complete (Financial Services Directorate Only)	19% exceptions not cleared	Follow up on all outstanding issues before the completion of the financial statements and submission thereof to the AG
Ensuring value for money procurement	Improve internal controls systems within Supply Chain Management Unit	Monthly SCM reports submitted to the City Manager, Mayor and Council in line with the regulations	number of reports submitted		90%	4 reports submitted	N/A	N/A
	Reduce irregular expenditure incurred by Finance Directorate from 100% of 2011-12 incurred irregular expenditure	No Irregular expenditure incurred	% reduction of irregular expenditure		0%	0%	N/A	N/A
	Reduce irregular expenditure incurred by MMM from 100% of 2011-12 incurred irregular expenditure	No Irregular expenditure incurred	Updating of irregular, fruitless and wasteful expenditure register		100% identification and reporting of irregular, fruitless and wasteful	All irregular expenditure identified and recorded in the relevant register		Reporting to all relevant stakeholders

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
					ul expenditure			
Prudent fiscal management	Cost Coverage (NKPI)	Cost Coverage (NKPI)	Month(s) Coverage	average of 15 days	> 3 months	1.7 months	1.3 months	Improved debt collection efforts and cost containment measures.
	Pay creditors on time as per MFMA	Creditors paid on time as per MFMA	Number of days it takes to pay creditors	average of 60 days	within 30 days of invoice	21.83 days	Positive variance +8.17	none
Develop an effective asset management programme	Develop a Fixed Asset Register which records all municipal Assets	A Fixed Asset Register which records all municipal Assets developed	Frequency of compiling fixed asset register		Updated FAR	Final Payments processed on 9/7/2013 Opex votes scrutinised for Capital asset acquisitions Asset acquisitions captured on the FAR	None	None
	Develop an Asset Management Policy and Procedure Manual to cover the acquisition, maintenance and disposal of assets	Asset Management Policy and Procedure Manual to cover the acquisition, maintenance and disposal of assets developed	Asset Management procedure is compiled in line with legislation and council policy	N	Approved Asset Management Policy	Asset Management Policy submitted to Council on 3 June 2013	None	None
	Periodic physical asset counts and impairment tests	Physical asset counted and impairment	Report on the annual asset count submitted to council		Quarterly asset count	Physical verification to be completed by 15 July 2013.	20% - Availability of transport ; Access to	Final report will be submitted to Council during

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		tested periodically					Offices	August 2013
Accurate Municipal Accounts dispatched to Consumers	Correct Municipal account list to minimise returned mail	Accurate Municipal accounts issued	Municipal Accounts issued monthly	97% of municipal accounts delivered to the correct address	0% invalid mail returned	1% invalid mail achieved		
Strategic Management Programmes	Development, management and custodian of all grant funding	Compliance to grant conditions	Percentage compliance to grant requirements	60%	95.00%	100%	5% positive variance	
		Grant expenditure	Percentage on grant funded contracts implemented and managed in a financial year	70%	95%	83%	12%	Capital Projects Procurement Plan developed for new capital projects and recruitment of additional project management staff being implemented to improve the expenditure on Grant Funded Projects
Strategic Management Programmes	Overseeing the implementation of multi-disciplined projects with large capital outlay and providing a supporting role in the implementation of capital projects and improving the capital budget	Implementation status report	Report approved by Council	N/A	90.00%	100%	+ 10%	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	expenditure							

Table 3.85: EMPLOYEES FINANCIAL SERVICES

Employees: Financial Services				
2012/13				
Job level	Posts	Employees	Vacancies (full time equivalents)	Vacancies (as % of total posts)
	No.	No.	No.	%
0-3		7		
4-6		39		
7-9		67		
10-12		125		
13-15		11		
16-18		18		
19-20		0		
Total		267		

Table 3.86: CAPITAL EXPENDITURE FINANCE

Capital Expenditure: 2012/13: Financial Services R'000					
Capital Projects					
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
Total All	6,600,000	3,580,000	308,662	3,271,338	
Rates Revamp	1,000,000	400,000	0	400,000	
Asset Register	5,000,000	2,700,000	0	2,700,000	
Office Furniture	600,000	480,000	309,000	171,000	

COMMENT ON THE PERFORMANCE OF FINANCIAL SERVICES OVERALL:

The Directorate has appointed service provider for establishment of pay point in Botshabelo and the project will be completed in the 2012/13 financial year.

A bid on procurement of asset register system was withdrawn due to non-responsive tenders, the project specifications will be re-checked to align the requirements with the available systems in the market.

3.24 HUMAN RESOURCES SERVICES

The strategic objective of human resource management is to lead, manage and direct human resource functions within the MMM through the following:

- Labour relations
- Occupational health and wellness

- HR benefits
- Work study
- Job evaluation
- Payroll Management
- Safety and loss control
- HR Systems
- Individual performance Management
- Employment

Table 3.87: EMPLOYEES HUMAN RESOURCES SERVICES

Employees: Human Resource Services				
Job Level	Year 0			
	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	%
0 - 3	6	5	1	16.67%
4 - 6	42	34	8	19.05%
7 - 9	21	20	1	4.76%
10 - 12	22	17	5	22.73%
13 - 15	4	0	4	100.00%
16 - 18	3	3	0	0.00%
19 - 20	0	0	0	0.00%
Total	98	79	19	19.39%

Table 3.88: FINANCIAL PERFORMANCE

Financial Performance Year 2012/2013: Human Resource Services					
R'000					
Details	Year -2012/2013				
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	120	125	100	95	-0.315789474
Expenditure:					
Employees	125	244	250	248	0.016129032
Repairs and Maintenance	25	244	250	248	0.016129032
Other	45	244	250	248	0.016129032
Total Operational Expenditure	195	732	750	744	0.016129032
Net Operational Expenditure	75	607	650	649	0.064714946

Table 3.89: SERVICE DELIVERY OBJECTIVES FROM THE IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Strategic Management Programmes	Design of full microstructure for the newly created directorate	Approved micro structure with job profiles	Report approved by City Manager	N/A	Populated and functional structure	100% Directorate's structure has been finalised and all positions have been created on the staff establishment	–	–
	Filling of budgeted positions through placement and recruitment	Filled positions	Staff complement report issued by Corporate Services	N/A	Populated structure	Due to budgetary constraints and slow recruitment process, only none of the positions have been filled. 80% Filling of critical positions at an advance stage, short listing completed for internally advertised positions	20%	20% of critical positions have been advertised and closed on 28 June 2013. Interviews and appointment to occur no later than 30 August 2013. Filling of other positions to be done through placement process and after provision of additional funding is made available
Ensure that the MMM workplace is diverse and representative of designated groups in line with the Employment Equity prescripts.	Ensure that people are represented across all occupational levels in all departments.	% of disabled people employed	% (Percentage)	0.04	2% of the total workforce comprising of disabled employee across all occupational levels and departments.	0.20%	-1,80%	
	Improve the representivity of	% of women represented in the	%	18%	35% of women represented in the	22,7%	-12,3%	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	women in all occupational levels and categories.	total workforce			total workforce			
		% of women represented in the top four management level of MMM			35% of women represented in the total workforce	18,75%	-16,25%	
	Ensure staff availability for effective and efficient service delivery through the management of absenteeism (unplanned absence)	% of absenteeism recorded	%		Absenteeism reduced to less than 4% per annum	0.34%	-	-
	Encourage a culture of employee loyalty and productivity	Implementation of an employee reward system	1 approved policy implemented	Draft employee reward policy in place	1 employee reward policy developed, approved and implemented	No progress, due to limited meetings of LLF		Employee Reward programme submitted for discussion at LLF
	Foster good relationship with organised labour and conclude all outstanding labour disputes	Good relationship with organised labour and conclude all outstanding labour disputes fostered	Number of consultative meetings held with organised labour	10	12	9 meetings took place (quarterly reports)	-3	
Improved labour relations management	Reduction of labour disputes	Labour disputes reduced	% labour disputed resolved internally	0	50% of labour disputes resolved internally	50%		Regular-Bilateral meetings organized labour
	Regular meetings of LLF to discuss issues of	LLF to discuss issues of mutual interest	Number of LLF meetings held		12	5	-7	-

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	mutual interest.	meetings regularly						
	Training on labour legislation and HR Management	Training on labour legislation and HR Management conducted	Number of supervisors and managers trained		100% of supervisors and managers trained on labour relations and HR Management	No progress to be reported due availability of funds		HRD Funding from the Mandatory grant
	Retention of skills	Skill retained	Scarce skills policy	None	Approved scarce skills policy	No progress, due to limited meetings of LLF		Scarce Skills Policy submitted for discussion at LLF
	Identification of critical positions and development of critical positions	Development of programmes for critical positions	Development of Programmes for critical positions	None	Implementation of programmes for critical positions	Critical positions identified and submitted to the LLF	Critical positions identified and submitted to the LLF	Critical positions identified and submitted to the LLF
	Develop approve and implement succession planning	Implementation of Succession planning	Succession planning policy	Draft succession planning policy	Implementation of succession planning policy	Partially achieved. The succession planning policy developed but not implemented as yet as it has to serve before LLF	Implementation of succession planning policy	Policy to be submitted to LLF for consultation.
	Development of career planning and pathing	Implementation of career planning and pathing	Approved career development policy	None	Career planning and pathing policy	Partially achieved. The career development policy developed but not implemented as yet as it has to serve before LLF	Career planning and pathing policy	Policy to be submitted to LLF for consultation.
	Identification and development	Development of a scarce	Identification of scarce skills	None	Develop approve implement	Partially achieved.	Develop approve implement	Policy to be submitted

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	nt of scarce skills	skills policy			scare skills policy	The scarce skills policy developed but not implemented as yet as it has to serve before LLF	scare skills policy	to LLF for consultation.
	Develop work Place Skills Plan	Work Place Skills Plan developed	Submission of Workplace skills	Late submission By the courier services	Approved Mandatory and Discretionary grant	Submitted to LGSETA on 28 June 2013	NA	NA
	Conducting a skills needs analysis	compilation of the skills profile for the organization	Identified skills gap / shortage	Late submission	Submission OF Work Place Skills plan to LG SETA on 30 June 2012	Training needs consolidated into the WSP.	NA	NA
	Compilation of a work skills plan	Conduct skills audit within the organization	Approved workplace skills plan		Approved work skills plan by LG SETA	Submitted to LGSETA on 28 June 2013	NA	NA
	Providing Accredited training courses in line with skills needs identified within WSP	Presentation of various skills programmes identified during the skills needs analysis	The number of various training interventions presented	12	24	Annual Training Report on submitted to LGSETA on 28 June 2013 as part of the WSP	NA	NA
	Providing learnerships approved by LGSETA	Submit the declaration of intend to LGSETA on available learnership	The number of learnerships approved by LG SETA	1	10	1	-9	

COMMENT ON PERFORMANCE OF HUMAN RESOURCES SERVICES OVERALL

The City has succeeded in restoring and improving labour relations management. Workplace Skills Development Plan has been developed, ratified by labour and subsequently approved by Local Government Sector Education Training Authority (LGSETA)

The City has not succeeded in meeting set performance targets for improving the representivity of women in all occupational levels and categories, internally resolving labour disputes. A number of policies related to HR such as succession planning, career development have been developed but have not being implemented as yet as they have not served before the Local Labour Forum (LLF). The City has not also met is targets in relation to providng Learnerships approved by LGSETA.

3.25 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

The Information Management & Technology Sub Directorate serves as the focal point for technology advancement in the institution. The IMT Sub Directorate provides control in areas of planning, operation, and maintenance of technology infrastructure, systems, and applications. In broad the IMT Sub Directorate is responsible for the institution's communications and computer systems, which include voice, and computer-based technologies. These services and technologies provide the MMM with the tools essential to effectively carry out day to day operations to support the overall MMM mission and goals.

The IMT Sub Directorate operates in a collaborative relationship with user departments by facilitating the identification of the appropriate technology and assisting users and management with the implementation of that technology.

During the reporting year, a number of outcomes have been achieved including the development and launching of a new and improved website, procurement of new server infrastructure to replace ageing equipment, the establishment of secondary replication sites, upgrading of overall network infrastructure including Wireless LAN and VoIP solutions.

A number of Auditor General Findings were also addressed in order to comply with legislation including the development of a draft IT Strategy and a number of internal policy documents. Backlogs with regard to software licenses that were eradicated during the period is also but only a small part of the total of results achieved

The following statistics are available for ICT:

Service Desk:

Number of support calls logged and resolved during the period: 3805, on emails a total of 4539 464 messages routed there are 531430 messages sent in 2012/13 and 1 470 160 messages received and 2537 874 rejected.

Table 3.90: SERVICE DELIVERY OBJECTIVES OF ICT ROM IDP

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
Enhance IT governance and strategy and formulate governance plans and strategies, as well as accompanying policies and procedures, to concurrently enable the municipality to achieve its strategic vision, support audit requirements, manage risk, and exhibit responsible financial management	Define and understanding the IT universe	IT universe report developed and approved	IT universe report developed and approved	None	Analyze the business fundamentals, isolate significant applications that sustain the business operations, distinguish critical infrastructure for the significant applications. appreciate the role of supporting technologies and categorize major projects and initiatives	Exchange server (mail) solution procured. Migration to new server in progress. Anti-virus solution procured and being deployed. Central Data Repository established. User documents are to be identified based on criticality and moved to repository. Network infrastructure upgraded where needed. Cisco switches are being installed in Bram Fischer building in order to utilise VoIP telephone system	Cloud computing placed on hold	As cloud computing does not form part of the immediate objectives as stated in the draft IT Strategy, it needs to be put on hold. Cloud computing to follow when priority objectives have been implemented
	Review IT governance policies	All IT governance policies reviewed	All IT governance policies reviewed	Development of ICT Policy Framework	Review, amend and implement password policy, information security policy, access to municipal building policy, server room environmental procedures, backup and restore procedures and IT asset control policy	IT Policy Framework currently being reviewed. 2 x Policies have been drafted and presented to EMT for recommendation	None	Rest of policies to be reviewed once IT Strategy is approved

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Develop and implement IT strategy	IT strategy developed and implemented	Development of IT strategy	None	Develop IT strategy which include long-term goals for the directorates	IT Strategy completed and tabled at EMT and IT Steering Committee	IT Strategy to be submitted to Council for approval	IT Strategy to be submitted to Council for approval
	Perform IT risk management function and establish governance	Formal IT risk management function and governance structures established	Risk Register	None	Establish formal IT risk management function, governance and perform detailed IT risk assessment	Risk register has been developed and risk areas identified	All infrastructure not yet in place in order to correct all findings	Findings as per risk register to be corrected
	Develop and align IT strategy with overall business strategy	IT service support model developed and implemented	Approved ICT Framework	None	Develop framework guidelines	IT Steering Committee established	None	Completed
Improve and Strengthen management of Records and Archives	Full compliance to national and provincial legislation including adherence to archives and records policy	Adoption and approval of the records management policy and the Records and Archives Mana	Roll out of the reviewed Records Plan.	None	100% achievement on the Records Plan	Policy approved during November 2012. Records report submitted to EMT	None	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		gement Plan						
Improve and Strengthen management of Records and Archives	Migration from manual document circulation to electronic document management system (share point system)	Roll out of paper less system across all Directorate (Graduation from Orbit)	Quarterly reflection in terms of users	550 Orbit end-users	1500 e-mail users to migrate to SharePoint	None	None	Financial budgeting for the new system to be addressed in the next financial year
Improve and Strengthen management of Records and Archives	Establish and link operational modules throughout the municipality	Fully functional satellite offices extensively across the Municipality	Uniformity in document management system	Modules established in Botshabelo, SCM and the Regional Office	7 satellite offices linked to Bram Fischer	All offices linked to the Bram Fischer building	None	

Table 3.91: EMPLOYEES: ICT SERVICES

Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	2	3	2	1	33
4 - 6	10	19	11	8	42
7 - 9	19	52	27	25	48
10 - 12	15	15	14	1	6
13 - 15	5	4	2	2	50
16 - 18	2	2	2	0	0
19 - 20					
Total	53	95	58	37	

Table 3.92: FINANCIAL PERFORMANCE ICT

Financial Performance Year 2012/2013: ICT Services R'000					
Details	Year 2012/13	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	-1 900 322	-118 386	-118 386	0	
Expenditure:					
Employees	14 295 670	16 287 595	18 183 117	17 779 399	
Repairs and Maintenance	3 783 771	1 566 540	705 554	638 415	
Other	48 578 976	57 069 284	52 161 567	46 650 816	
Total Operational Expenditure	66 658 417	74 923 419	71 050 238	65 068 630	
Net Operational Expenditure	64 758 095	74 805 033	70 931 852	65 068 630	

Table 3.93: CAPITAL EXPENDITURE ICT

Capital Expenditure Year 0: ICT Services R' 000					
Capital Projects	Year 2012/13				
	Budget	Adjustment Budget	Actual Expenditure	Variance from adjustment budget	Total Project Value
INFORMATION MANAGEMENT SYSTEM ENHANCEMENT	2,000,000	10,053,036	8,848,523	1,204,513	
DESKTOP COMPUTERS (DESKTOP)	2,000,000	6,000,000	4,698,495	1,301,505	
INFORMATION MANAGEMENT ENHANCEMENT	0	831,151	701,754	129,397	

COMMENT ON ICT SERVICES

The City has succeeded in meeting the majority of it set performance target for ICT services to the exception of the development and approval of IT universe report.

3.26 PROPERTY, LEGAL, RISK MANAGEMENT AND PROCUREMENT SERVICES

The Legal Services Sub-Directorate’s main purpose is to provide a professional legal advice and assistance service to the municipality to ensure the proper protection of the municipality’s interests and compliance with its obligations.

PRINCIPLES, AIMS AND OBJECTIVES:

- The provision of legal advice and assistance to the Council and the administration of the municipality to ensure the proper protection of the municipality’s interests, and compliance by the municipality with its legal obligations and responsibilities.
- Compilation and adoption of new and amendments to existing policies of the municipality to ensure that the municipality’s rights and interests are protected in areas that need regulation and that all policies are constantly reviewed and updated in line with legislative requirements.
- Compilation and promulgation of new and amendments to existing by-laws of the municipality to ensure that the municipality’s by-laws cover all activities and areas that need regulation, are constantly reviewed and updated and properly.
- The establishment, implementation, updating and circulation of a Municipal Code containing all promulgated by-laws of the municipality to ensure the proper recording and availability of Council’s by-laws.
- Handling of the litigation process for criminal or civil cases in which the municipality, councillors or officials may become involved in their official capacity to ensure that the municipality’s interests are properly protected.
- Drafting, management, co-ordination, negotiation, administration and monitoring of all municipal contracts to ensure the proper protection of the Municipality’s interests and compliance with its obligations.
- Maintenance of a legal library to ensure that up to date and the latest legal information is available at any time

Table 3.94: PRINCIPLES, AIMS AND OBJECTIVES:

LITIGATION			BY-LAWS		CONTRACTS		
Civil	Criminal	Labour	Revised	Newly Developed	Procurement	Non Procurement	Lease Agreements
83			1	3	293	7	25

Table 3.95: SERVICE DELIVERY OBJECTIVES FOR PROPERTY, LEGAL, RISK MANAGEMENT AND PROCUREMENT SERVICES

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
	Ensure effective functioning of the Audit, Oversight and Public Accounts Committees	Number of meetings convened Functional and effective Audit Committee	At least 4 Audit Committee meetings held per annum	5	Four (4) meetings	6 2013/04/26 05/02/13 26/02/13 30/11/12 28/08/12 21/09/12	+2	
		Number of reports generated Improved internal control, risk management system, PMS and governance processes	At least three(3) Audit Committee reports submitted to Council	1	Three (3) reports	0	-3	The municipality will be supporting the Audit Committee in ensuring that its set target for reports is met.
		Number of meetings convened ,Oversight and Public Accounts Committees fully operational and meeting regularly	Meet at least 4 times annually	4	Four (4) meetings	6 13/07/12 16/08/12 27/02/13 20/03/13 2013/05/23 2013/06/19	+2	n/a
			At least three(3) OPAC reports submitted to	2		2 2013/05/03 1 report	0	n/a

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
			Council			28/03/13		
	Ensure effective and functioning internal audit unit	Effective and functioning internal audit unit operating in terms of approved risk based audit plan	Approved risk based audit plan % Implementation of the approved audit plan	90% implementation of the approved plan	100% Implementation of the approved plan	Thirteen (13) audit reviews completed during Q4, namely; <input type="checkbox"/> Journals-Suspense Accounts <input type="checkbox"/> Control review of the ICT Environment <input type="checkbox"/> Cash Management <input type="checkbox"/> Budget Process <input type="checkbox"/> DoRA compliance Q3 <input type="checkbox"/> Cash receipting and banking (Zoo, Loch Logan and Rose Garden) <input type="checkbox"/> Compliance with legislation (several Acts) <input type="checkbox"/> Revenue Management –Billing and Water Meters <input type="checkbox"/> Appointments and promotions <input type="checkbox"/> Payroll and overtime <input type="checkbox"/> SCM <input type="checkbox"/> Performance Information Mid year <input type="checkbox"/> Performance information Q3	Nine (9) audit projects as per approved audit plan could not be completed by 30 June 2013	Remaining 9 projects to be completed by 31/08/13
			Assurance reports issued to Management and Audit Committee on the risk environment, internal controls,	-	Four	4 progress reports developed	0	n/a

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
			financial controls and governance practices					
			Quality assurance reports on performance information (quarterly SDBIP, Mid-Year Budget and Performance Assessment, Annual Report (and AFS)	1	Five Reports	4	-1	
Fraud, corruption and maladministration prevention	Develop and implement proactive strategies for effective fraud risk management response	Development and implementation of fraud and corruption management strategy			100% implementation of fraud and corruption prevention management strategy	Not achieved	Fraud and corruption prevention management strategy	
		Develop and implement whistle blowing policy	Approved and implemented whistle-blowing policy		Refine and implement the existing whistle-blowing policy	5 reports issued on alleged reported fraud	0	
		Develop and implement proactive measures	Developed register of potential risk areas		Identify and address areas of potential risk, detect the existence of fraudulent activities and establish effective anti-fraud practices	All departments reported progress on the implementation of strategic risk register, a report thereon has been developed	-	
		Number of awareness sessions	8 awareness sessions		Eight awareness sessions on the causes and	2 awareness session for strategic projects and service	-	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		conducted			consequences of corruption	delivery regulation Law Enforcement and Traffic were conducted		
		Number of education and empowerment	8 education and empowerment sessions		Increase accountability through education, involvement and empowerment	2 educational and empowerment sessions for strategic projects and service delivery regulation Law Enforcement and Traffic were conducted	-	
	Develop a co-ordinated approach in dealing with suspected fraud and corruption	An approach in dealing with alleged acts of fraud and corruption developed			Develop and implement an approved approach on alleged fraud and corruption	100% achieved	0	
	Develop and implement continuous monitoring tool	An approach in dealing with alleged acts of fraud and corruption developed			Monitoring tool developed and implemented	100% achieved	0	
		Developed indicators of fraud and corruption	Number of fraud and anti-corruption indicators identified		Identify indicator of fraud and corruption and continuously address them	100% achieved	0	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		Number of fraud risk committee meetings	4 meetings annually		Develop and implement continuous oversight and monitoring tool	2 meetings of the fraud risk committee meetings	-2	
		Effective and functioning fraud risk committee						
		Reduction of in number of fraud and corruption						
	Develop and implement fraud and corruption reactive strategies	Fraud and corruption reactive strategies developed			Develop and implement clear investigation procedure for the allegations of economic crime	100%	-100%	A Standard Operating Procedure Manual (SOPM) will be developed in the financial year
					Develop agreement between the anti-corruption entities to co-ordinate the investigation of matters where there is a possibility of duplication or overlapping action	100%	0	Have memorandum of understanding with all other law enforcement and attend all joint meetings with hawks, organised crime and SAPS, etc
Promote and support	Enhance the	Upgrade the	Sport Facility	0	2	100% Completed	-	-

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
sports in the Metro	facilities maintenance programme	existing facilities to optimize the usage						
Improve and Strengthen contract and performance management	Review current contract management structure	Establishment and approval of contract management structure	Adoption of contract management structure in terms of Section 8 of the Municipal Systems Amendment Act, Act 7 of 2011 and Section 116 (2)(c) of the MFMA, Act 56 of 2003.	Structure was under SCM	100%	100%	0	-
	Implement new contract records management system	Establishment of a filing system and record management procedures	1 x Strong room with filing cabinets	1 x Strong Room	100%	40%	-60%	
			Relocation from Central Records to Contract Management Records	-	-	33%	-67%	
	Review and develop new standard contract operating procedures	Adoption of standard operation procedures for contract management	Smooth implementation of process throughout MMM	Draft SOP	100%	100%	0	
	Activate and adapt the existing Contract Management module (Engineering) on Venus	Operational electronic contract management system on Venus.	Effective monitoring and control of contract expenditure in line with provisions of contract	-	100%	70%	-30%	
	Contract Management workshop	Presentation of contract management	One workshop per Directorate	No presentation	100%	target not achieved	0	

IDP Objective	Strategy	KPI	Unit of Measurement	Past Year Performance	Annual Target	Actual Performance 2012/13	Variance	Corrective Action
		workshop to MMM employees						

Table 3.96: EMPLOYEES PROPERTY; LEGAL; RISK MANAGEMENT; AND PROCUREMENT SERVICES

Employees: Property; Legal; Risk Management; and Procurement Services					
Job Level	Year -1	Year 0			
	Employees	Posts	Employees	Vacancies (fulltime equivalents)	Vacancies (as a % of total posts)
	No.	No.	No.	No.	%
0 - 3	0	1	1	0	0.00%
4 - 6	1	6	1	5	83.00%
7 - 9	1	6	3	3	50.00%
10 - 12	1	1	1	0	0.00%
13 - 15	0	0	0	0	0.00%
16 - 18	0	0	0	0	0.00%
19 - 20	0	0	0	0	0.00%
Total	3	14	6	8	57.00%

Table 3.97: FINANCIAL PERFORMANCE LEGAL SERVICES

Financial Performance : Legal Services					
Details	Year -1	Year 0			
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	0	0	0	0	0
Expenditure:					
Employees	1,060,819	1,787,503	0	1,787,503	0
Repairs and Maintenance	1,200	700	0	700	0
Other	4,923,473	4,736,986	0	4,736,986	0
Total Operational Expenditure	5,985,492	6,525,189	0	6,525,189	0
Net Operational Expenditure	5,985,492	6,525,189	0	6,525,189	0

COMMENT ON THE PERFORMANCE OF LEGAL, RISK MANAGEMENT AND PROCUREMENT SERVICES OVERALL

The City continues to meet its set performance target in relation to internal audit committee and internal audit, although there is a need for improvement in relation to the development of Audit Committee reports for Council and the implementation of the approved audit plan. Furthermore, the City is also meeting its set targets in relation to prevention of fraud, corruption and maladministration to the exception of fraud and corruption prevention management strategy.

The City has not succeeded in meeting its set targets in relation the implementation of new contract records management system and ensuring that there is an operational electronic contract management system on Venus

CHAPTER 4: ORGANISATIONAL DEVELOPMENT PERFORMANCE

COMPONENT A: INTRODUCTION TO MUNICIPAL PERSONEL

Following the establishment of the Mangaung Metropolitan Municipality, a new organisational structure was developed for MMM and subsequently approved by the City Manager. The creation and refinement of the structure rested upon the shoulders of the Heads of Directorates, and the structure was honed to suit the requirements and needs that the metro status brought about. Sustaining a broader perspective and a holistic approach with regard to the proposed structure and staff establishment brought about an expansion of the structure and concomitant staff establishment.

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES 2012/13

Table 4.1: EMPLOYEES

Description	Year 2011/12	Year 2012/13			
	Employees	Approved Posts	Employees	Vacancies	Vacancies
	No.	No.	No.	No.	%
Water & Sanitation	0	987	708	279	28.00%
Electricity	0	695	468	227	32.66%
Solid Waste	0	590	397	193	32.71%
Housing	0	304	255	49	16.11%
Roads and Storm water	0	413	284	129	31.23%
Transport	0	5	5	0	
Planning	0	134	93	41	30.59%
Planning (Strategic & Regulatory)	0	11	8	3	27.27%
Local Economic Development	0	10	4	6	60.00%
Community & Social Services	0	867	469	398	45.90%
Environmental Protection	0	82	35	47	57.31%
Health	0	11	10	1	9.09%
Security and Safety	0	22	125	97	43.69%
Sport and Recreation	0	4	4	0	
Corporate Policy Offices and Other	0	708	397	311	43.92%
Totals	0	1332	3262	1781	

Table 4.2: DESIGNATION

Designations	*Total Approved Posts	*Vacancies	*Vacancies
	No.	No.	%
Municipal Manager	1	0	
CFO	1	0	
Other S57 Managers (excluding Finance Posts)	6	0	
Other S57 Managers (Finance posts)	0	0	
Police officers	0	0	
Fire fighters	163	25	14.72%
Senior management: Levels 002-003 (excluding Finance Posts)	28	1	3.57%
Senior management: Levels 002-003 (Finance posts)	6	0	
Highly skilled supervision: levels 004-006 (excluding Finance posts)	265	125	45.28%
Highly skilled supervision: levels 004-006 (Finance posts)	39	32	79.48%
Total	509		

Table 4.3: TURN-OVER RATE

Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate*
	No.	No.	
Year -2010/11	3723	234	6.28%
Year -2011/12	3793	197	5.19%
Year 2012/13	3877	191	4.92%

Vacancies are being advertised on a monthly basis. All vacancies are being advertised internally first to consider the internal work force as possible suitable candidates for the filling of the posts. Should a suitable internal candidate not be found then the post will be advertised externally to recruit from the broad labour market.

The average turnaround time for the filling of a position is plus/minus four (4) months.

The staff turnover rate of 4.92% (rounded 5%) is relatively low and stand in direct correlation to the high unemployment figure in the country.

COMPONENT B: MANAGING WORKFORCE

Note: MSA 2000 S67 requires municipalities to develop and adopt appropriate systems and procedures to ensure fair; efficient; effective; and transparent personnel administration in accordance with the Employment Equity Act 1998.

Work force Management within MMM is compliant with all legislative requirements governing the workplace together with collective agreements concluded by the parties at the SALGBC. There is an extensive consultation process with organized labour on issues of mutual interest at the Local Labour Forum.

This is done through Management of the recruitment process, selection and placement of staff, so that the best suited candidates are employed in alignment with the objective set out in the Employment Equity Strategy.

Employee benefits including sick leave are administered in terms of applicable labour legislation, Conditions of Service, Collective Agreements and policies by means of an integrated Electronic Human Resource Management System.

Progress made in the development of policies entails the drafting of these policies that are submitted to the EMT, Section 80 Committee and the LLF for consultation.

Table 4.4: HR POLICIES AND PLANS

HR Policies and Plans				
	Name of Policy	Completed	Reviewed	Date adopted by council or comment on failure to adopt
		%	%	
1-Jan-00	Affirmative Action			See comment under EE
2-Jan-00	Attraction and Retention			
3-Jan-00	Code of Conduct for employees	100%		Adopted by SALGBC
4-Jan-00	Delegations, Authorisation & Responsibility			
5-Jan-00	Disciplinary Code and Procedures	100%		Adopted by SALGBC
6-Jan-00	Essential Services			
7-Jan-00	Employee Assistance / Wellness	60%		Not adopted by Council
8-Jan-00	Employment Equity	70%		Draft in place still to be consulted with labour at LLF and then approved by Council.
9-Jan-00	Exit Management			
10-Jan-00	Grievance Procedures	100%		Adopted by SALGBC
11-Jan-00	HIV/Aids			
12-Jan-00	Human Resource and Development	70%		Draft in place still to be consulted with labour at LLF and then approved by Council.
13-Jan-00	Information Technology			
14-Jan-00	Job Evaluation	60%	100%	Draft as proposed by SALGA, adoption by Council to ensure once finalized.
15-Jan-00	Leave	100%		Adopted by SALGBC

16-Jan-00	Occupational Health and Safety			Section 80 Provisionally approved, referred to LLF.
17-Jan-00	Official Housing			
18-Jan-00	Official Journeys			
19-Jan-00	Official transport to attend Funerals	100%		Adopted by Council
20-Jan-00	Official Working Hours and Overtime	100%		Adopted by SALGBC
21-Jan-00	Organisational Rights	100%		Adopted by SALGBC
22-Jan-00	Payroll Deductions	100%	100%	9-Sep-97
23-Jan-00	Performance Management and Development	60%		Went through section 80 Committee and been referred to LLF
24-Jan-00	Recruitment, Selection and Appointments	100%		Adopted by Council
25-Jan-00	Remuneration Scales and Allowances	100%		Adopted by SALGBC except for Sec 57 and General Managers
26-Jan-00	Resettlement	100%		Adopted by SALGBC
27-Jan-00	Sexual Harassment			
28-Jan-00	Skills Development	70%		Draft in place still to be consulted with labour at LLF and then approved by Council.
29-Jan-00	Smoking			
30-Jan-00	Scarce Skills	70%		Draft in place still to be consulted with labour at LLF and then approved by Council.
31-Jan-00	Work Organisation	100%		Adopted by Council
1-Feb-00	Uniforms and Protective Clothing	100%		
2-Feb-00	Other:			

The Human Resource Management Sub-directorate developed a number of policies that have been a submitted to EMT for inputs .This was followed by preparation and submission of items to Section 80 Committee and to the speakers for consideration. These will be submitted to the LLF for consultation to be later approved and adopted by Council.

Table 4.5: NUMBER AND COST OF INJURIES ON DUTY

Number and Cost of Injuries on Duty					
Type of injury	Injury Leave Taken	Employees using injury leave	Proportion employees using sick leave	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	107	16	N/A	7	1 659 248.20
Approved Section 24 Cases	9	1		9	1 471 579.30
Temporary total disablement					
Permanent disablement					
Fatal					
Total	116	17		16	3 130 827.50

Table 4.6: NUMBER OF DAY AND COST OF SICK LEAVE

Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Lower skilled (Levels 016-018)	9621	16.63%	910	1444	6.66	2 961 498.62
Skilled (Levels 013-015)	1185	28.78%	138	397	2.98	418 754.48
Highly skilled production (levels 007-012)	13157	20.87%	1123	1332	9.88	9 058 065.20
Highly skilled supervision (levels 004-006)	2855	19.89%	282	299	9.55	3 588 505.29
Senior management (Levels 002-003)	364	9.62%	33	32	11.38	684 244.69
MM and S57	19	0.00%	4	8	2.38	132 761.08
Total	27201	15.97%	2490	3512	7.75	16 843 829.36

Injuries: The **classification** under type of injury doesn't clearly make provision to capture serious injury on duty cases, where the injured was of duty 14 days or longer some up to 6 months, but the employee returned to his work after rehabilitation, therefore we added another classification namely, **approved Section 24 cases**.

The **total estimated cost** not only includes the injury on duty cases, but also the sundry payments for injury on duty pensioners. Furthermore cognisance should be taken that an injury on duty case run over a two year period and whilst the injury on duty date was not in the financial year cost can still be payable in the next year

Steps taken to reduce injuries on duty:

- In the past year 546 employees attended video screening session where various topics can be selected from and the screening is done in their own language
- We have developed over 400 safety talks and for the past year 2242 employees attended safety talks sessions
- MMM also developed a course for semi-skilled employees and 198 employees attended the training
- Site inspections are also carried out from time to time to minimise risk of employees and to comply with legislation
- Accidents are investigated by line managers to ensure non-recurrence

Examination of injury on duty cases

Examination of injury on duty cases are done by a doctor who treated the patient as determined /required by the compensation for occupational injuries and diseases act, If the injured was treated by the Doctor at our clinic then that doctor will be responsible for all follow-ups.

Sick Leave: The Human Resources Sub- Directorate submits Sick Leave Absenteeism reports on a quarterly basis to the Office of the City Manager indicating the number of employees who took sick leave as well as the amount of days per Directorate. This report also identifies employees who took sick leave more than twice for the quarter being reported on. A copy of the report is also submitted to the Occupational Health and Wellness Division for further action.

The Mangaung Metropolitan Municipality has appointed a Medical Doctor on a part time basis at the Occupational Health Clinic who attends to the medical needs of lower income workers. The Clinic also issues medication to employees at no cost

Table 4.7: NUMBER AND PERIOD OF SUSPENSIONS

Number and Period of Suspensions				
Position	Nature of Alleged Misconduct	Date of Suspension	Details of Disciplinary Action taken or Status of Case and Reasons why not Finalised	Date Finalised
GM Parks	Negligence and insubordination		22 August 2013	27 November 2013

Table 4.8: DISCIPLINARY ACTION TAKEN ON CASES OF FINANCIAL MISCONDUCT

Position	Nature of Alleged Misconduct and Rand value of any loss to the municipality	Disciplinary action taken	Date Finalised
Senior Supply Chain Officer Fraud		Dismissal	20-Jan-13
Senior Supply Chain Officer Fraud		Dismissal for detention of 15 year for fraud in the previous employment	28 February 2013
GM Fleet Management Fraud		Dismissal	26-Jul-13

Four suspensions were made relating to negligence and in-subordination and fraud. Disciplinary hearings have been scheduled. Other cases relating to fraudulent overtime and theft are under investigation

4.2 PERFORMANCE REWARDS

The Employee Reward Programme (ERP) was developed and approved by the City Manager during May 2008, and was duly implemented from the 1st of July 2008. As the ERP was never officially launched since approval, the Executive Director: Corporate Services initiated the official launch of the ERP throughout the municipality during May/June 2009. Due to lack of response, reminders were sent to all concerned Executive Directors on 4 December 2009, followed up by yet another reminder on 22 January 2010. As yet no nomination was received and officially administered

COMPONENT C: CAPACITATING THE WORKFORCE

One of the key challenges around an integrated process of skills development within the municipality has been a lack of a comprehensive, holistic and integrated framework for human capital development that will guide and integrate key processes such as training needs analysis, career pathing and planning, succession planning, management and leadership development, knowledge exchange and innovation. To this end a Draft HRD Strategy was developed with a view of consolidating all the key mandatory processes for effective human capital development, albeit the strategy must go through the internal approval processes that will culminate with Council approval of the document.

During the year under review the municipality also complied with the Skills Development Act requirement of submit to Local Government SETA (LGSETA) the Workplace Skills Plan (WSP) on 30 June 2013. As per legislative requirement, the WSP was consulted with organised labour (IMATU and SAMWU) and both signed off the WSP for submission to the LGSETA

Table 4.9: FINANCIAL COMPETENCY DEVELOPMENT

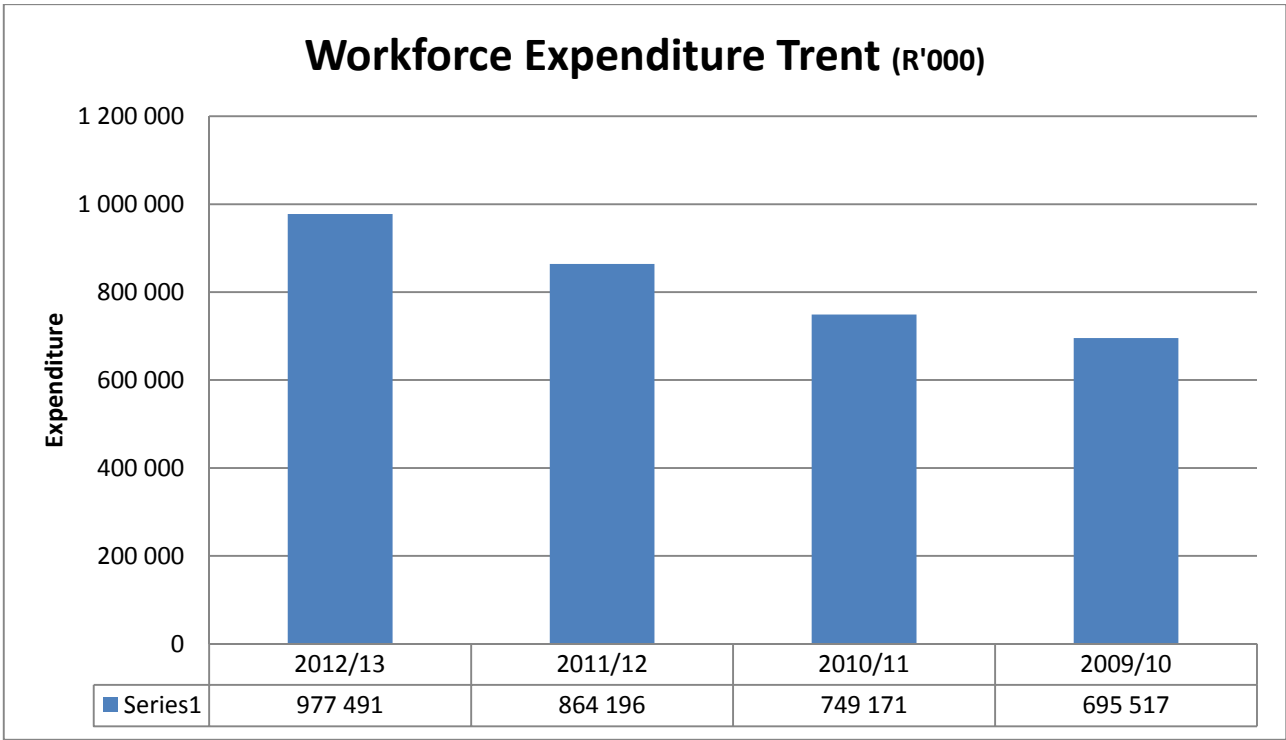
Financial Competency Development: Progress Report*						
Description	A. Total number of officials employed by municipality (Regulation 14(4)(a) and (c))	B. Total number of officials employed by municipal entities (Regulation 14(4)(a) and (c))	Consolidate d: Total of A and B	Consolidate d: Competency assessments completed for A and B (Regulation 14(4)(b) and (d))	Consolidate d: Total number of officials whose performanc e agreements comply with Regulation 16 (Regulation 14(4)(f))	Consolidate d: Total number of officials that meet prescribed competency levels (Regulation 14(4)(e))
Financial Officials						
Accounting officer	1	1	2	0	0	0
Chief financial officer	1	1	2	0	0	0
Senior managers	8	2	10	0	0	0
Any other financial officials	14	2	16	7	0	0
Supply Chain Management Officials						
Heads of supply chain management units	1	1	2	1	0	0
Supply chain management senior managers	2	1	3	1	1	1
TOTAL	27	8	35	9	1	1

In line with National Treasury's MFMA Circular No.60, Mangaung Metropolitan Municipality successfully applied for special merit case for the extension of the deadline to meet the minimum competency regulation. This in essence will give the city and opportunity to ensure that all target officials of the city undergo assessment process to identify competency gaps and to subsequently undergo training on the prescribed municipal finance SAQA unit standards.

EMPLOYEE EXPENDITURE

It is extremely important to control workforce expenditure since it is one of the largest single expenditure items on the operational budget of the Municipality. Spending is controlled by means of the approved staff establishment and budget control. Expenditure on overtime is limited according to the “Collective Agreement”

Figure 4.1: WORKFORCE EXPENDITURE



CHAPTER 5: FINANCIAL PERFORMANCE

5.1 STATEMENT OF FINANCIAL PERFORMANCE

The table 5.1.1 below gives an overview of municipal performance against the budget.

Table 5.1.1. Reconciliation of Table A1 Budget Summary

Description	2012/2013									
R thousands	Original Budget	Budget Adjustments (i.t.o. s28 and s31 of the MFMA)	Final adjustments budget	Shifting of funds (i.t.o. s31 of the MFMA)	Virement (i.t.o. Council approved policy)	Final Budget	Actual Outcome	Variance	Actual Outcome as % of Final Budget	Actual Outcome as % of Original Budget
	1	2	3	4	5	6	7	8	9	10
Financial Performance										
Property rates	493 976	–	493 976	–		493 976	514 177	20 201	104.09%	104.09%
Service charges	2 400 057	141 179	2 541 236	–		2 541 236	2 370 334	(170 902)	93.27%	98.76%
Investment revenue	54 727	203 976	258 703	–		258 703	167 937	(90 766)	64.91%	306.86%
Transfers recognised - operational	651 134	(805)	650 329	–		650 329	644 119	(6 211)	99.05%	98.92%
Other own revenue	749 687	140 549	890 236	–		890 236	378 716	(511 520)	42.54%	50.52%
Total Revenue (excluding capital transfers and contributions)	4 349 581	484 900	4 834 481	–		4 834 481	4 075 283	(759 198)	84.30%	93.69%
Employee costs	954 589	54 842	1 009 431	–	–	1 009 431	977 491	(31 940)	96.84%	102.40%
Remuneration of councillors	46 207	–	46 207	–	–	46 207	43 610	(2 597)	94.38%	94.38%
Debt impairment	142 989	–	142 989	–		142 989	339 654	196 665	237.54%	237.54%
Depreciation & asset impairment	200 157	135 268	335 425	–		335 425	378 477	43 052	112.83%	189.09%
Finance charges	65 664	98 191	163 855	–	–	163 855	41 531	(122 324)	25.35%	63.25%
Materials and bulk purchases	1 716 985	28 608	1 745 593	–	(16 753)	1 728 840	1 563 772	(165 068)	90.45%	91.08%
Transfers and grants	140 289	247	140 536	–	–	140 536	7 476	(133 060)	5.32%	5.33%
Other expenditure	909 434	287 150	1 196 584	–	16 753	1 213 337	656 802	(556 536)	54.13%	72.22%
Total Expenditure	4 176 315	604 306	4 780 621	–	–	4 780 621	4 008 812	(771 808)	83.86%	95.99%
Surplus/(Deficit)	173 266	(119 406)	53 860	–		53 860	66 471	12 610	123.41%	38.36%
Transfers recognised - capital	513 967	182 810	696 777	–		696 777	504 029	(192 748)	72.34%	98.07%
Contributions recognised - capital & contributed assets	24 767	–	24 767	–		24 767	–	(24 767)	0.00%	0.00%
Surplus/(Deficit) after capital transfers & contributions	712 001	63 404	775 405	–		775 405	570 499	(204 906)	73.57%	80.13%
Share of surplus/ (deficit) of associate	–	–	–	–		–	–	–		
Surplus/(Deficit) for the year	712 001	63 404	775 405	–		775 405	570 499	(204 906)	73.57%	80.13%
								–		
Capital expenditure & funds sources								–		
Capital expenditure								–		
Transfers recognised - capital	513 967	182 810	696 777	–		696 777	504 029	(192 748)	72.34%	98.07%
Public contributions & donations	24 767	–	24 767	–		24 767	–	(24 767)	0.00%	0.00%
Borrowing	105 885	–	105 885	–		105 885	114 177	8 292	107.83%	107.83%

Internally generated funds	109 048	58 593	167 640	–		167 640	166 640	(1 001)	99.40%	152.81%
Total sources of capital funds	753 667	241 403	995 070	–		995 070	784 846	(210 224)	78.87%	104.14%
				–				–		
Cash flows				–				–		
Net cash from (used) operating	758 545	(1 515)	757 030	–		757 030	850 992	93 962	112.41%	112.19%
Net cash from (used) investing	(678 300)	(68 002)	(746 303)	–		746 303)	(784 846)	(38 543)	105.16%	115.71%
Net cash from (used) financing	93 641	(22 614)	71 027	–		71 027	195 095	124 069	274.68%	208.34%
Cash/cash equivalents at the year end	515 647	(92 131)	423 516	–		423 516	603 003	179 487	142.38%	116.94%

The Budget Summary Table is divided into three components namely:

- A. Statement of Financial Performance
- B. Spending against Capital Budget
- C. Other Financial Matters.

Component A: Statement of Financial Performance

A. Total Revenue

The municipality achieved 84,3% of its adjusted revenue budget of R 4,834 billion for the year. The main variance on the final budget can be attributed to the following:

- Property rates income exceeded the target by 4,09% (R 20,201 million), following the database cleansing exercise.
- Service charges underperformed by 6,73% (R 170 902 million) mainly due to overestimation of electricity revenue by R 141,17 million during the Adjustment Budget.
- Other own revenue actual performance is 42,54% (R 511,5 million) of the Adjustment Budget, mainly due to underperformance, GRAP compliance and/or accounting classification.

B. Total Expenditure

The municipality's actual expenditure stood at R 4,78 billion, representing 83,86% of the adjusted expenditure budget of R 4,78 billion. The main variance on the final budget can be attributed to the following:

- Debt impairment final costs exceeded the budget by 137,54% (R 196,665 million), mainly due to the increased uncollectable debt book, in compliance with the accounting standards.
- Depreciation and Asset impairment is overspend by R 43,052 million (12,83%) mainly due to increased valuation of assets following the conclusion of the asset register revaluation project.
- Materials and bulk purchases achieved actual outcome of 90,45% on the final adjustment budget of R 1,73 billion, an under spending of 9,55% (R 165,07 million). The main area of under spending is in respect of other materials by R 105,08 million.
- Other Expenditure actual spend was 54,13% of the allocated adjusted budget. The income is mainly due to underperformance and reclassification of GRAP related expenditure.

C. Surplus / (Deficit)

The surplus achieved exceeds the budget by R 12,61 million (23,41%). However the Surplus/(Deficit) after capital transfers and contributions only achievement was 73,57% of the targeted amount of R 775 million. The variance is mainly an underperformance on Transfers recognised capital by 27,66% (R 192,75 million) mainly on the USDG.

Component B: Spending against Capital Budget

The actual spending on the capital expenditure is R 784,85 million, representing 78,86% of the Adjustment Budget for 2013. The greater area of under spending as per the funding sources, is an request for Transfers recognised capital (Government grants and subsidies) by 27,66% (R 192,75 million). Furthermore, no funds were received and/or projects undertaken from Public Contributions and donations.

Component C: Cash Flows

The municipal cash and investments balances stood at R 603 million, which is R 179,5 million (42,38%) more than budget. The main reasons for the increase in cash and cash equivalents are amongst others:

- Accelerated spending and draw down on borrowings.
- Stricter implementation and enforcement of credit control and debt collection policy.
- Introduction of cost saving measures and general under spending on repairs and maintenance costs

5.2 GRANTS

A. Operating Grants

Table 5.2.1. Operating Grants

Grant Performance						
R' 000						
Description	2011/12	2012/13			Year 0 Variance	
	Actual	Budget	Adjustments Budget	Actual	Original Budget (%)	Adjustments Budget (%)
Operating Transfers and Grants						
National Government:	611 444	630 134	645 278	636 411	101.00%	98.63%
Equitable share	575 654	608 634	608 634	612 521	100.64%	100.64%
Municipal Systems Improvement	–			–		
Department of Water Affairs						
Levy replacement						
Other transfers/grants [insert description]	35 790	21 500	36 644	23 890	111.12%	65.20%
Provincial Government:	30 201	21 000	10 250	7 708	36.70%	75.20%
Health subsidy		14 000	–		0.00%	
Housing						
Ambulance subsidy						
Sports and Recreation						
Other transfers/grants [insert description]	30 201	7 000	10 250	7 708	110.11%	75.20%
District Municipality:	11	–	–	–		
<i>Motheo District Municipality</i>	11			–		
Other grant providers:	–	–	801	–		0.00%
Kellogs Foundation		–	249			0.00%
<i>City of Ghent</i>		–	552			0.00%
Total Operating Transfers and Grants	641 656	651 134	656 329	644 119	98.92%	98.14%

The municipality is a recipient of the Operating Grants and Subsidies from the National and Provincial Government's respectively. For the reporting period the actual spending against the adjusted budget is 98.92%. The Equitable Share grant contributes 92,73% of the total grant of R 656,33 million received. The National Government's contribution into the operating grants kitty is 98,32%.

B. Capital Grants)

The adjusted total capital expenditure budget stood at R 995,070 million, with the National Government's contribution being 68.40%. The major grant source being the Urban Settlement Development Grant at R 614,5 million. The actual grant spending for the year is 88%

Table 5.2.2. CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						
						R' 000
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Neighbourhood Development Partnership Grant						
Public Transport Infrastructure and Systems Grant	0	15,000	11,338	100%	-24%	
Other Specify:						
Urban Settlement Development Grant	485,967	614,545	487,492	0.3%	-20%	
Mineral and Energy	25,000	25,000	25,000	0%	0%	
EPWP Incentive Grant	0	3,914	1,853	100%	-53%	
MSIG	0	831	831	100%	0%	
Water Affairs	0	9,316	9,540	100%	-2.0%	
Human Settlement		12,000	53	100%	-99%	
National Government	510,967	680,606	536,107	6%	-21%	
Police, Public Safety and Roads	3,000	9,243	9,146	67%	-1%	
Provincial Government	3,000	9,243	9,146	67%	-1%	
Other Grants						
Motheo District Municipality		5,500				
DBSA Environmental Impact Assessment Grant		916	916	100%	0%	
City of Ghent		512	422	100%	-17%	
Other Grants		6,928	1,338	100%	-80%	
Total	513,967	696,777	614,037	16.3%	-26%	

5.3 REPAIRS AND MAINTENANCE

Table 5.3.1. Repairs and Maintenance

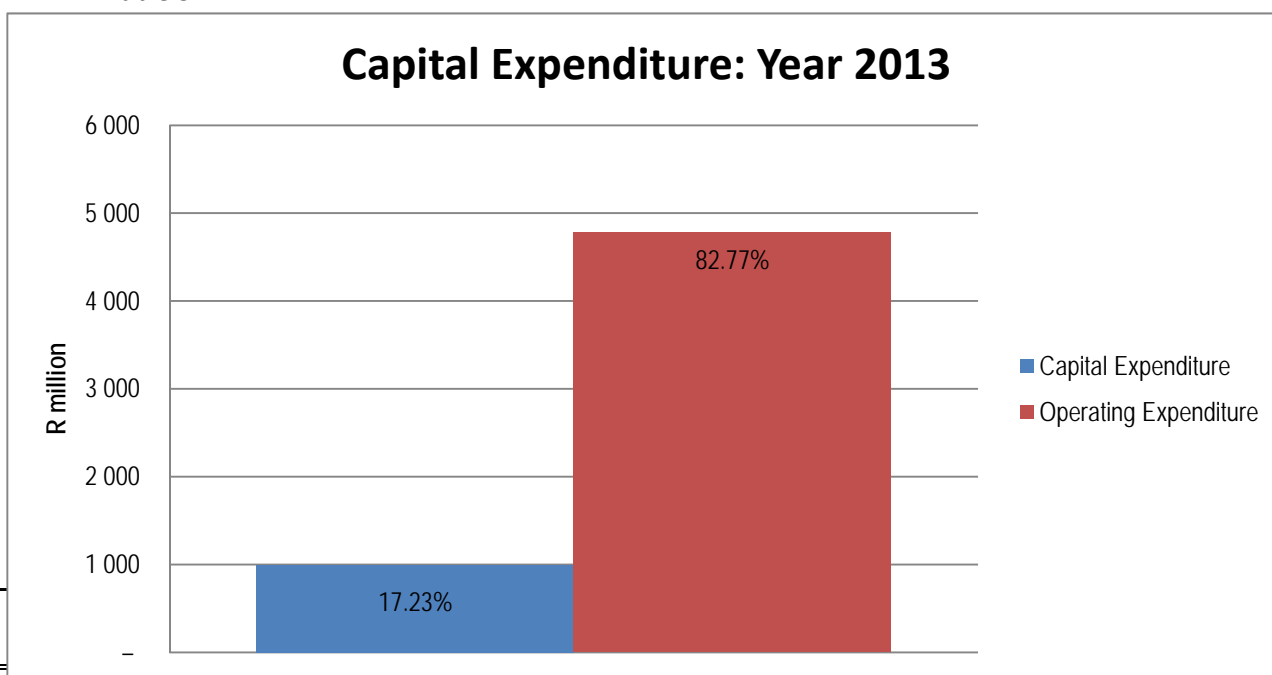
Repair and Maintenance Expenditure: Year 2012/13				
R' 000				
	Original Budget	Adjustment Budget	Actual	Budget variance
Repairs and Maintenance Expenditure	238 250	266 857	161 778	39.38%

Repairs and Maintenance Budget constituted 5,70% of the original budget for 2012/13 and 5,58% of the Adjustment Budget of R 4,78 billion. The municipality has only spend 60,62% of its allocated adjusted budget, thus under spending by R 105,08 million. The trend in spending on this line item over the period, as a percentage of total expenditure is as follows:

Year	Total Expenditure	Repairs & Maintenance	% Spending
	R'000	R'000	
2009/10	2 697 932	132 939	4.93%
2010/11	2 852 404	93 253	3.27%
2011/12	3 821 255	177 973	4.66%
2012/13	3 936 312	161 778	4.11%

5.4 COMPONENT B: SPENDING AGAINST CAPITAL BUDGET

Table 5.4.1



R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance	
Capital Expenditure	753 667	995 070	784 846	-4.1%	21.1%	17.23%
	754	995	785	-4.1%	21.1%	
Operating Expenditure	4 176 315	4 780 621	4 008 812	4.0%	16.1%	82.77%
	4 176	4 781	4 009	4.0%	16.1%	
Total expenditure	4 930	5 776	4 794	2.8%	17.0%	
Water and sanitation	518 065	585 214	571 643	-10.3%	2.3%	
Electricity	1 667 649	1 931 669	1 350 681	19.0%	30.1%	
Housing	80 507	77 514	63 215	21.5%	18.4%	
Roads, Pavements, Bridges and storm water	185 093	301 605	302 091	-63.2%	-0.2%	
Other	1 725	1 885	1 721	0.3%	8.7%	
	4 176	4 781	4 008	4.0%	16.2%	
External Loans	514	697	504	1.9%	27.7%	
Internal contributions	109	168	167	-52.8%	0.6%	
Grants and subsidies	106	106	114	-7.8%	-7.8%	
Other	25	25	–	100.0%	100.0%	
R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance	
	754	995	785	-4.1%	21.1%	
External Loans	514	697	504	1.9%	27.7%	
Grants and subsidies	1 165	1 347	1 148	1.5%	14.8%	
Investments Redeemed	–	–	–			
Statutory Receipts (including VAT)	–	–	–			
Other Receipts	3 293	3 493	3 100	5.9%	11.2%	
	4 972	5 537	4 753	4.4%	14.2%	
Salaries, wages and allowances	1 001	1 056	1 021	-2.0%	3.3%	
Cash and creditor payments	2 497	2 708	2 614	-4.7%	3.5%	
Capital payments	678	746	785	-15.7%	-5.2%	
Investments made	–	0	–		100.0%	

External loans repaid	14	14	–	100.0%	100.0%
Statutory Payments (including VAT)	–	–	–		
Other payments	–	–	–		
	4 190	4 523	4 420	-5.5%	2.3%

R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Property rates	493 976	493 976	514 177	-4.1%	-4.1%
Service charges	2 400 057	2 541 236	2 541 236	-5.9%	0.0%
Other own revenue	749 687	890 236	378 716	49.5%	57.5%
	3 644	3 925	3 434	5.8%	12.5%
Employee related costs	1 001	1 056	1 021	-2.0%	3.3%
Provision for working capital					
Repairs and maintenance	238	267	162	32.1%	39.4%
Bulk purchases	1 479	1 479	1 402	5.2%	5.2%
Other expenditure	1 459	1 979	1 424	2.4%	28.1%
	4 176	4 781	4 009	4.0%	16.1%
Service charges: Electricity	1 691	1 832	1 747	-3.4%	4.6%
Grants & subsidies: Electricity	138	138	121	12.8%	12.8%
Other revenue: Electricity	25	155	135	-429.4%	13.0%
	1 854	2125	2 003	-8.0%	5.8%
Employee related costs: Electricity	152	197	50	67.3%	74.8%
Provision for working capital: Electricity					
R million	Original Budget	Adjustment Budget	Un-audited Full Year Total	Original Budget variance	Adjusted Budget Variance
Repairs and maintenance: Electricity	48	83	38	21.7%	54.4%
Bulk purchases: Electricity	1 149	1 149	1 065	7.3%	7.3%
Other expenditure: Electricity	318	502	656	-106.1%	-30.5%
	1 668	1 932	1 809	-8.4%	6.4%
Service charges: Water	543	543	514	5.3%	5.3%
Grants & subsidies: Water	66	66	66	0.0%	0.0%
Other revenue: Water	1	1	2	-220.9%	-220.9%
	610	610	582	4.5%	4.5%
Employee related costs: Water	49	50	59	-19.8%	-19.0%

Provision for working capital: Water					
Repairs and maintenance: Water	18	18	14	21.2%	23.5%
Bulk purchases: Water	329	329	337	-2.2%	-2.2%
Other expenditure: Water	122	188	162	-33.3%	13.7%
	518	585	572	-10.4%	2.3%

The gross municipal expenditure budget, incorporating the operating and capital budget was set at R 5,778 million for 2012/13, following the adjustment budget. Capital expenditure budget constituted 17,23% of the gross expenditure budget. For the year ended 30 June 2013, capital expenditure was R 785 million of the gross expenditure amount of R 4,794 million. Thus taking up only 17,23% of the gross spending.

A. Sources of Funding

For the year under review, the municipality's adjusted expenditure budget of R 995 million was funded out of mainly four sources. These are:

1. External loans to the extent of R 105,89 million for financing of mainly long-term infrastructure projects and the yellow fleet. The actual spending for the year was R 114,2 million.
2. Public contributions and donations for R 24,76 million.
3. Grants and subsidies amounting to R 696,8 million was budgeted for and received. Not all of the received and allocated grant funding was utilized as only 88% was spent. The unspent portion of the grant is ring-fenced in the investments portion of the Cash and Cash Equivalents and as a liability as Unspent conditional grants.
4. Other sources of funds are funds generated out of surplus funds from the working capital. The entire budget funds from own funds were utilized.

Table 5.4.2 Capital Expenditure Funding Sources

Capital Expenditure - Funding Sources							
R' 000							
Details		Year - 2010/2011	Year 2012/20130				
		Actual	Original Budget (OB)	Adjustment Budget	Actual	Adjustment to OB Variance (%)	Actual to OB Variance (%)
Source of finance							
	External loans	80 440	105 885	105 885	87 763	0.00%	17.11%
	Public contributions and donations	15 250	24 767	24 767	20 543	0.00%	-17.05%
	Grants and subsidies	405 990	513 967	696 777	614 037	35.57%	19.47%
	Other	73 859	109 048	167 640	105 431	53.73%	3.32%
Total		575 538	753 667	995 070	827 774	89.30%	-9.83%
Percentage of finance							
	External loans	14.0%	14.0%	10.6%	14.5%	0.0%	-19.0%
	Public contributions and donations	2.6%	3.3%	2.5%	0.0%	0.0%	242.2%
	Grants and subsidies	70.5%	68.2%	70.0%	64.2%	39.8%	4.7%
	Other	12.8%	14.5%	16.8%	21.2%	60.2%	-127.9%
Capital expenditure							

	Water and sanitation	199 385	269 247	341 836	268 643	26.96%	-0.22%
	Electricity	123 782	184 767	190 485	169 661	3.09%	-8.18%
	Housing	–	30 000	32 747	21 152	9.16%	-29.49%
	Roads and storm water	158 337	167 017	282 557	200 354	69.18%	19.96%
	Other	94 035	102 637	147 445	97 064	43.66%	-5.43%
Total		575 538	753 667	995 070	756 874	152.05%	-23.36%
<i>Percentage of expenditure</i>							
	Water and sanitation	34.6%	35.7%	34.4%	35.5%	17.7%	1.0%
	Electricity	21.5%	24.5%	19.1%	22.4%	2.0%	35.0%
	Housing	0.0%	4.0%	3.3%	2.8%	6.0%	126.2%
	Roads and storm water	27.5%	22.2%	28.4%	26.5%	45.5%	-85.4%
	Other	16.3%	13.6%	14.8%	12.8%	28.7%	23.2%

B. Projects Funded.

Funds earmarked for capital expenditure programmes are used mainly to address basic community service delivery expectation of water and sanitation, electricity, housing, roads and storm-water. (*See table 5.4.2 for actual spending*).

At year end only 83% of the adjustment budget of R 995 million was spend. The budget was thus under spend by 16.2% using a conservative 95% benchmark completion target. The underperformance can be attributed to mainly late planning and implementation of projects and excessive upward adjustment of the capital budget during the 2012/13 adjustment budget. The budget was increased by 32,02% (R 241,4 million) to R 995 million for the year under review.

C. Capital Spending on 5 Largest Projects

Funds amounting to R 127,281 million from the original budget of R 753,6 million for the five largest projects as detailed on table 5.4.3. The budget was later adjusted downwards (net) due to savings realised on the early completion stage of the project and the delay in the implementation of the 10ML to Sterkwater WWTW project.

Table 5.4.3 Capital Expenditure of 5 largest projects

Capital Expenditure of 5 largest projects*					
R' 000					
Name of Project	Current: Year 2012/13			Variance: Current Year 2012/13	
	Original Budget	Adjustment Budget	Actual Expenditure	Original Variance (%)	Adjustment variance (%)
A - VEHICLE LEASING - WESBANK	25 448	25 448	0	100%	0%
B - UPGRADING OF MASELSPOORT PUMP SUPPLY	30 811	26 095	25 949	16%	15%
C - NAVAL HILL RESERVOIR 35 ML	34 940	34 940	20 222	42%	0%
D - NORTH EASTERN-WWTW (15ML/DAY) AND 1	43 100	55 100	55 138	-28%	-28%
E - ADDITION OF 10ML TO STERKWATER WWTW	44 990	25 107	6 139	86%	44%
* Projects with the highest capital expenditure in Year 0					
Name of Project - A					
Objective of Project		Procurement of yellow fleet to enhance service delivery.			
Delays		Procurement processes			

Future Challenges	
Anticipated citizen benefits	In house infrastructure maintenance, to enhance service delivery.
Name of Project - B	
Objective of Project	Increase water pumping capacity from the Maselspoort plant.
Delays	None
Future Challenges	None
Anticipated citizen benefits	Steady flow of water from the purification plant.
Name of Project - C	
Objective of Project	Increasing the water reservoir capacity on the northern part of the city.
Delays	
Future Challenges	None
Anticipated citizen benefits	Unlocking development on the N8 corridor.
Name of Project - D	
Objective of Project	Expansion of the existing Sterkwater sewage treatment plant.
Delays	None
Future Challenges	None
Anticipated citizen benefits	Availability of clean water.
Name of Project - E	
Objective of Project	Expansion of the existing Sterkwater sewage treatment plant.
Delays	Late awarding of bids.
Future Challenges	None
Anticipated citizen benefits	Increased capacity of works and easing of inflow pressure.

D. Capital Expenditure by Class

Appendix Capital MI -2 provides an overview of Capital Expenditure by Asset Class and it is broken down into New Asset Programme and Upgrade/Renewal Programme.

In terms of the budget spent on new assets acquired/included in the municipal asset register amounted to R 394,192 million. Whereas maintenance of existing infrastructure and facilities cost R 428,679 million.

5.9 COMPONENT C: CASH FLOW MANAGEMENT AND INVESTMENTS

The audited cash flow outcome of R 603 million for 2012/13 indicates a significant growth of 76,43% from the June 2012 balance of R 341,7 million. However, included is the Cash and Cash Equivalent balance at year-end, which is an amount of R 198,04 million (2012 - R 216,6 million), of unspent conditional grants and receipts.

Despite the above the municipality recorded a significant increase of about R 650 million in the cash receipts from Ratepayers and Others in 2013. The improvement in cash collection was neutralised by an increase in Payments to Suppliers and Employees of R 801 million when compared to the 2012 year-end payment level. That is, we spend R 566 million more on Suppliers and Employees than the funds collected from Ratepayers and Other. The municipality should strive to reverse the trend to achieve a higher level of liquidity.

Table 5.9.1 Cash Flow Outcomes

Cash Flow Outcomes				
				R'000
Description	2012	Current: Year 2013		
	Audited Outcome	Original Budget	Adjusted Budget	Actual
CASH FLOW FROM OPERATING ACTIVITIES				
Receipts				
Ratepayers and other	2 419 432	3 240 726	3 436 153	3 068 931
Government - operating	1 205 456	651 134	617 813	1 385 852
Government - capital	–	513 967	696 777	–
Interest	14 572	52 656	56 680	31 551
Dividends				
Payments				
Suppliers and employees	(2 834 800)	(3 497 849)	(3 763 523)	(3 635 342)
Finance charges	–	(61 799)	(163 855)	–
Transfers and Grants	–	(140 289)	(123 015)	
NET CASH FROM/(USED) OPERATING ACTIVITIES	804 659	758 545	757 030	850 992
CASH FLOWS FROM INVESTING ACTIVITIES				
Receipts				
Proceeds on disposal of PPE				
Decrease (Increase) in non-current debtors				
Decrease (increase) other non-current receivables				
Decrease (increase) in non-current investments				
Payments				
Capital assets	(853 726)	(678 300)	(746 303)	(784 846)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(853 726)	(678 300)	(746 303)	(784 846)
CASH FLOWS FROM FINANCING ACTIVITIES				
Receipts				
Short term loans				
Borrowing long term/refinancing	144 363	105 885	79 414	195 095
Increase (decrease) in consumer deposits	–	1 255	5 113	
Payments				
Repayment of borrowing	–	(13 500)	(13 500)	
NET CASH FROM/(USED) FINANCING ACTIVITIES	144 363	93 641	71 027	195 095
NET INCREASE/ (DECREASE) IN CASH HELD	95 295	173 886	81 755	261 242
Cash/cash equivalents at the year begin:	246 466	341 761	341 761	341 761
Cash/cash equivalents at the year end:	341 761	515 647	423 516	603 003

5.10. BORROWING AND INVESTMENTS

A. Actual Borrowings.

Table 5.10.1 Actual Borrowings – Year 2010/2011 to Year 2012/2013

Actual Borrowings: Year -2010/11 to Year 2012/13			
	R' 000		
Instrument	Year - 2011	Year - 2012	Year 2013
Municipality			
Long-Term Loans (annuity/reducing balance)	22 347	62 087	179 086
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases	2 854	5 468	7 156
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Municipality Total	25 201	67 555	186 242
Municipal Entities			
Long-Term Loans (annuity/reducing balance)			
Long-Term Loans (non-annuity)			
Local registered stock			
Instalment Credit			
Financial Leases	342	566	383
PPP liabilities			
Finance Granted By Cap Equipment Supplier			
Marketable Bonds			
Non-Marketable Bonds			
Bankers Acceptances			
Financial derivatives			
Other Securities			
Entities Total	342	566	383

The consolidated municipal borrowing have grown on a yearly basis from a low position of **R 25,543 million in June 2011, to a current position of R 186,625 million in 2013**. The parent municipality being the net borrower of the long-term loans to date of R 179,086 million. The funds were used mainly for infrastructure projects, being water reticulation, reservoirs and road and storm-water projects.

B. Investments

Table 5.10.2. Municipal and Entity Investments

Municipal and Entity Investments			
R' 000			
Investment* type	Year - 2010/11	Year - 2011/12	Year - 2012/13
	Actual	Actual	Actual
<u>Municipality</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	198 894	130 497	204 062
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Municipal Bonds			
Other			
Municipality sub-total	198894	130497	204062
<u>Municipal Entities</u>			
Securities - National Government			
Listed Corporate Bonds			
Deposits - Bank	0	0	225 246
Deposits - Public Investment Commissioners			
Deposits - Corporation for Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates of Deposit - Banks			
Guaranteed Endowment Policies (sinking)			
Repurchase Agreements - Banks			
Other			
Entities sub-total	0	0	225246
Consolidated total:	198894	130497	429308

The consolidated investments balance has increased from a low level position of R 130,497 million in 2011/12 to a high of R 429,308 million. The investment balance was boosted by the improvement in the electricity's debt collections and data cleansing. The municipality is still having a challenge of increasing its investment portfolio three fold, to provide a cushion for the reserves and funds that are not cash-backed.

APPENDICES

Appendix A

Councillors, Committees Allocated and Council Attendance					
Council Members	Full Time / Part Time	Committees Allocated	*Ward and/ or Party Represented	Percentage Council Meetings Attendance	Percentage Apologies for non-attendance
	FT/PT			%	%
Clr GM BACELA	P/T	-	Ward Councillor	85	15
Clr FR BOTES	P/T	-	Ward Councillor	61	39
Clr JF BRITZ	P/T	-	Proportional	92	8
Clr ME DENNIS	P/T	-	Ward Councillor	77	23
Clr MD DIBECO-MASUKU	P/T	-	Ward Councillor	85	-
Clr RP DITABE	P/T	-	Proportional	92	8
Clr S DYOSIBA	P/T	-	Ward Councillor	85	8
Clr MJ ETI	P/T	-	Ward Councillor	100	-
Clr MD HLUJANE	P/T	-	Ward Councillor	100	-
Clr W HORN	P/T	-	Proportional	92	8
Clr TA JACOBS	P/T	-	Proportional	92	-
Clr TB JACOBS	P/T	-	Ward Councillor	100	-
Clr DE JANSE v VUUREN	P/T	-	Ward Councillor	92	8
Clr LR JULY	P/T	-	Proportional	100	-
Clr SG KALIYA	P/T	-	Ward Councillor	85	8
Clr ZT KHI	P/T	-	Ward Councillor	92	-
Clr PA KUAPE	P/T	-	Ward Councillor	69	8
Clr TS LALA	P/T	-	Ward Councillor	92	8
Clr JAA LAZENBY	P/T	-	Proportional	77	23
Clr D LEECH	P/T	-	Ward Councillor	92	8
Clr LE LEKGELA	P/T	-	Proportional	100	-
Clr MJ LEPHOI	P/T	-	Ward Councillor	92	-
Clr TK LITABE	P/T	-	Proportional	69	31
Clr BNV MADELA	P/T	-	Ward Councillor	85	8
Clr ET MAKHELE	P/T	-	Ward Councillor	100	-
Clr MC MALEBO	P/T	-	Proportional	77	23
Clr ZE MANGCOTYWA	F/T	Chief Whip	Proportional	92	8
Clr TM MANYONI	F/T	Executive Mayor	Proportional	62	38
Clr LA MASOETSA	F/T	Section 80 Committee : Infrastructure and Services	Proportional	92	8
Clr ML MATHOBISA	P/T	-	Ward Councillor	85	-
Clr MV MATSEMELELA	P/T	-	Ward Councillor	85	8

Clr MJ MATSOETLANE	F/T	Section 80 Committee : Health and Social Development	Proportional	62	30
Clr MB MBANGE (9 months)	P/T	-	Proportional	100	-
Clr TM MFAZWE	P/T	-	Proportional	77	15
Clr H MINNIE	P/T	-	Proportional	62	38
Clr MA MOENG	F/T	Section 80 Committee : Development Planning and Urban Management	Proportional	92	8
Clr MJ MOFOKENG	P/T	-	Ward Councillor	85	8
Clr ID MOGAMISE	P/T	-	Proportional	100	-
Clr ME MOILWA	F/T	-	Proportional	77	23
Clr PR MOKOLOKO	P/T	-	Ward Councillor	92	-
Clr KO MOKONE	P/T	-	Proportional	85	15
Clr NG MOKOTJO	F/T	Section 80 Committee : Finance	Proportional	85	15
Clr RLAE MOLOABI	P/T	-	Ward Councillor	85	8
Clr SA MONNAKGORI	F/T	Section 80 Committee : Rural Development and Environment	Proportional	85	15
Clr MB MONONYANE	P/T	-	Proportional	100	-
Clr TM MOOPELO	P/T	-	Ward Councillor	100	-
Clr TA MOPHETHE	P/T	-	Ward Councillor	92	-
Clr TCL MOROE	P/T	-	Ward Councillor	85	15
Clr MM MORURI	P/T	-	Ward Councillor	85	15
Clr SS MORUTLE	P/T	-	Ward Councillor	85	8
Clr TA MOSIUOA	P/T	-	Proportional	85	15
Clr MZ MOTLADILE	P/T	-	Ward Councillor	62	8
Clr HJ MOTLATSI	P/T	-	Ward Councillor	77	-
Clr TS MPAKATHE	P/T	-	Proportional	85	15
Clr MS MPEKEKA	P/T	-	Proportional	77	23
Clr KJ MTSHIWANE	P/T	-	Ward Councillor	100	-
Clr TJ NAILE	P/T	-	Ward Councillor	100	-
Clr SS NDAMANE	P/T	-	Ward Councillor	92	8
Clr MJ NKOE	P/T	-	Ward Councillor	69	23
Clr J NOTHNAGEL	P/T	-	Proportional	92	8
Clr GJ OLIVIER	P/T	-	Proportional	85	15
Clr TD PARKIE	P/T	-	Proportional	69	31
Clr TWG PATO	P/T	-	Proportional	100	-
Clr MA PHAJANE	P/T	-	Proportional	85	15
Clr SD PHOKOJE	P/T	-	Ward Councillor	100	-
Clr NA PHUPHA	P/T	-	Ward Councillor	69	15
Clr XD PONGOLO	F/T	Section 80 Committee : Human Settlements and Housing	Ward Councillor	92	8
Clr JD POWELL	P/T	-	Proportional	85	15
Clr C PRETORIUS	P/T	-	Ward Councillor	77	23
Clr JC PRETORIUS	P/T	-	Ward Councillor	69	31
Clr KN RABELA	F/T	Section 80 Committee : Corporate Governance and Administration	Proportional	77	23
Clr MA RAMETSE	P/T	-	Proportional	69	31

Clr FP RAMOKOTJO	P/T	-	Ward Councillor	100	0
Clr TM RAMONA	P/T	-	Proportional	62	15
Clr CLM RAMPAI	F/T	Deputy Executive Mayor Section 80 Committee : Integrated Development Planning	Proportional	100	-
Clr NA RATSU	P/T	-	Ward Councillor	92	-
Clr ME SEBOTHELO	P/T	-	Ward Councillor	92	8
Clr CSK SECHOARO	F/T	Chairperson Section 79 Committee : Municipal Public Accounts	Proportional	77	23
Clr DM SEKAKANYO	F/T	Section 80 Committee : Transport, Security and Emergency	Proportional	100	-
Clr M SELALEDI	P/T	-	Proportional	100	-
Clr MA SIYONZANA	F/T	Speaker	Proportional	100	-
Clr E SNYMAN-VAN DEVENTER	P/T	-	Proportional	54	46
Clr ZG SOKOYI (deceased)	P/T	-	Proportional	12 Aug 2012	
Clr ED TEKOT	P/T	-	Ward Councillor	100	-
Clr AP TERBLANCHE	P/T	-	Ward Councillor	100	-
Clr GTM THIPENYANE	P/T	-	Proportional	100	-
Clr LM TITI ODILIE	P/T	-	Proportional	100	-
Clr AL TOBA	P/T	-	Proportional	92	8
Clr EC TOBIE	P/T	-	Ward Councillor	62	38
Clr M TSOMELA	F/T	Section 80 Committee : Economic Development and Tourism	Proportional	100	-
Clr PJJ VAN BILJON	P/T	-	Ward Councillor	85	15
Clr R VAN DER MERWE	P/T	-	Ward Councillor	77	23
Clr P vd WESTHUIZEN	P/T	-	Proportional	92	8
Clr HJC VAN NIEKERK	P/T	-	Ward Councillor	77	23
Clr BJ VIVIERS	P/T	-	Ward Councillor	92	8
Clr VW WARD	P/T	-	Ward Councillor	92	-
Clr AS ZERWICK	P/T	-	Proportional	77	23
Clr NM ZOPHE	P/T	-	Proportional	46	46

Concerning T A

Councillor MB Mbangé was appointed in the place of Councillor ZG Sokoyi who passed away.

*Note: * Councillors appointed on a proportional basis do not have wards allocated to them*

APPENDIX B: COMMITTEE AND COMMITTEE PURPOSE

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
Section 79 Committee	These committees are established for the effective and efficient performance of any of the council functions or the exercise of any of its powers as determined by the MMM
Section 80	The Roles fulfilled by the portfolio committees are to operate and assist the mayoral committee in their respective functional areas and the executive Mayor may delegate any powers and duties of the Mayoral committee to the section 80 committee
Audit Committee	Each Municipality and entity must have an audit committee which is an independent advisory body and which must advise council and all other stakeholders in accordance with the stipulations as set out under section 166 of the MFMA
Budget steering committee	This committee oversees the drafting and formulation of the budget of the MMM
IDP Steering Committee	Committee that is responsible for the annual review and implementation of the IDP
Ward Committees	The object of ward committee is to enhance participatory democracy in local government. ward committees are established for each of the 49 wards in the MMM
LLF	This committee provides and regulates organisational rights for trade unions and function in terms of section 23 of the Labour relations Act

APPENDIX C: THIRD TIER STRUCTURE: APPENDIX C

Department	City Manager and Heads of Department and General Managers
Office of the City Manager	Municipal Manager, Ms SM Mazibuko
Corporate Services	Head of Department, Dr H Boshoff
Human Settlement	Head of Department Mr MM Mokoena
Strategic Projects & Service Delivery Regulation	Head of Department, Mr MG Mohlakoana
Social Services	Head of Department, Ms EH Radebe
Engineering Services	Head of Department, Mr LX Ntoyi
Finance	CFO, Mr EM Mohlahlo
Planning and Economic Development	Head of Department, Mr K Kabagambe
Centlec	Chief Executive Officer: Mr M Seboka

APPENDICES D: FUNCTIONS OF THE MUNICIPALITY/ ENTITY

Municipal / Entity Functions		
MUNICIPAL FUNCTIONS	Function Applicable to Municipality (Yes / No)*	Function Applicable to Entity (Yes / No)
Constitution Schedule 4, Part B functions:		
Air pollution	YES	
Building regulations	YES	
Child care facilities	YES	
Electricity and gas reticulation		YES (Centlec)
Firefighting services	YES	
Local tourism	YES	
Municipal airports	NO	
Municipal planning	YES	
Municipal health services	YES	
Municipal public transport	YES	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	YES	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto	NO	
Stormwater management systems in built-up areas	YES	
Trading regulations	YES	
Water and sanitation services limited to potable water supply systems and domestic wastewater and sewage disposal systems	YES	
Beaches and amusement facilities	NO	
Billboards and the display of advertisements in public places	YES	
Cemeteries, funeral parlours and crematoria	YES	
Cleansing	YES	
Control of public nuisances	YES	
Control of undertakings that sell liquor to the public	NO	
Facilities for the accommodation, care and burial of animals		
Fencing and fences		
Licensing of dogs		
Licensing and control of undertakings that sell food to the public	YES	
Local amenities	YES	
Local sport facilities	YES	
Markets		
Municipal abattoirs	YES	
Municipal parks and recreation	YES	
Municipal roads	YES	
Noise pollution	NO	
Pounds	YES	
Public places	YES	
Refuse removal, refuse dumps and solid waste disposal	YES	
Street trading	YES	
Street lighting		YES (Centlec)
Traffic and parking	YES	

APPENDIX F- WARD INFORMATION**Capital Projects: Seven Largest in 2012/2013**

No.	Project Name and Detail	Start Date	End Date	Total Value
	Naval hill Reservoir 35 ml			34,940,145
	North Eastern WWTW(15ml/day			55,100,000
	Concept and detail design for MMM land			9,000,000
	Airport link(contribution to sanral)			16,265,861
	Resealing of streets			26,693,493
	Public electricity connections			24,767,424
	Services reticulation of MMM land within			25,186,509

APPENDIX G – RECOMMENDATIONS OF THE MUNICIPAL AUDIT COMMITTEE

No.	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
1	01/2012-13/19 28 August 2012	2011/12 Annual Financial Statements	2011/12 Annual Financial statements were tabled for discussion but there is a number of areas that still needed to be finalised	The AFS is approved in principle, but the final draft must be circulated to the members by the due date. The CFO stated on 30/11/12 that the AFS was circulated to the Audit Committee members as requested	CFO (information) GM: Internal Audit (circulation)	2012/08/31	Resolved	
2	01/2012-13/19 28 August 2012	MFMA Sec 52(d) Report as at 30 June 2012	MFMA Sec 52(d) Report as at 30 June 2012 as tabled was noted	Noted	n/a	n/a	Resolved	
3	01/2012-13/19 28 August 2012	Dashboard report	IT Issues The Chair person stated that she is under the impression that the municipality was assisted by SITA (about 3 years ago) to develop an IT Strategy.	Management should determine if the IT Strategy is a new document or an update on the previously developed document.	City Manager	2012/12/31	Resolved	Sita drafted a document round about 2007 but the document was not relevant to the municipality and did not agree with the IDP objectives, therefore a new strategy needed to be developed
4	01/2012-13/19 28 August 2012	Dashboard report	Governance issues: 3a All staff members are made aware of and adhere to the fraud prevention plan. AG comments The following concerns are however identified: - The risk management strategy and risk management	Management should ensure that there is clarity on how fraud awareness will be done in order for it to be measured	CRO	2012/12/31		Outstanding

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			policy which contain the fraud prevention plan were just adopted in council but there is no evidence of the documents being communicated to the officials and also no workshop was held to clarify the contents of the documents					
5	01/2012-13/19 28 August 2012	Dashboard report	Governance issues: 3b Functioning internal audit unit	Items relating to internal audit and the audit committee must be discussed between Auditor-General, CM and GM: Internal Audit to ensure correct responses are captured Minutes of 21/09/12 (4th quarter report amended)	GM: Internal Audit	2012/12/31	Resolved	
6	01/2012-13/19 28 August 2012	Dashboard report	Governance issues: 3b Functioning internal audit unit Auditor-General requested progress against plan per quarter	A standard item should be placed on the Agenda of the Audit Committee to allow for evidence of quarterly assessment of the Internal Audit Unit against their approved audit plan.	GM: Internal Audit	Ongoing		Ongoing
7	01/2012-13/19 28 August 2012	OPAC Report to Council: Irregular, Fruitless and Wasteful expenditure	Management is still busy with investigation of some Irregular, Fruitless and Wasteful expenditure. City Manager raised	Noted	n/a	n/a	Resolved	

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			concern regarding Centlec disclosure on this matter.					
8	01/2012-13/19 28 August 2012	Risk Management Report	Strategic Risk register tabled	Audit Committee noted that this register was previously tabled	n/a	n/a	Resolved	
9	01/2012-13/19 28 August 2012	2012-2014 Internal Audit Plan	The 3 year rolling Internal Audit Plan was submitted for approval by the Audit Committee	The Audit Committee approved the plan in principle, pending the finalisation of the Enterprise wide risk register	GM: Internal Audit	2012/09/30	Resolved	Plan approved 21/9/12
10	01/2012-13/19 28 August 2012	Progress report on the audit action plan	Audit Action Plan tabled	Audit Committee noted that this plan was previously tabled	n/a	n/a	Resolved	
11	02/2012-13/20 21 September 2012	Irregular, fruitless and wasteful expenditure	The Audit Committee members expressed their concern why no disciplinary actions were taken as an outcome of investigations. This would assist changing the Corporate Culture which is identified as a high risk area.	The Audit Committee resolved that a report/register of irregular, fruitless and wasteful expenditure must be submitted to allow them to have oversight on progress and actions taken.	City Manager	2012/04/26		Outstanding
12	02/2012-13/20 21 September 2012	Risk Management Report	12 strategic risks were identified using the municipal IDP with the assistance of National Treasury. Due to time constraints not all divisions/business units were involved in the identification of business risks.	The Audit Committee approved the tabled Risk Management Report, subject to all amendments requested addressed: Amendments requested - involving all business units - human resources included added as a	CRO			Outstanding

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
				strategic risk (stand alone) -additional information to assist with <i>primary causes and risk treatments</i> - a strategy is developed on how each of the high priority risks will be addressed				
13	02/2012-13/20 21 September 2012	Internal Audit Plan 2012-2015	The adjusted internal audit plan was submitted for approval by the Audit Committee	The Audit Committee approved the Internal Audit Plan for 2012-2015 approved, allowing for amendments as result of Auditor-General requests and additional business risks identified.	GM: Internal Audit	2012/09/21	Resolved	
14	02/2012-13/20 21 September 2012	Audit Committee report to Council (2011/12)	The draft Audit Committee report was tabled for discussion by the Audit Committee	The Audit Committee request that the report with amendments requested to be circulated for approval for submission to Council	GM: Internal Audit	2012/10/15	Resolved	Report tabled at the Council meeting of 29/12/12
15	02/2012-13/20 21 September 2012	2011/12 Annual Financial Statements (Stand alone - Final)	The Annual Financial Statements (Stand alone - Final) as included in the pack, is what has been submitted to the Auditor-General	The Audit Committee take note that the standalone AFS had been submitted on time to the Auditor-General	n/a	n/a	Resolved	
16	02/2012-13/20 21 September 2012	2011/12 Annual Financial Statements (Stand alone - Final)	The City Manager alerted the Audit Committee members that non compliance by Centlec in submitting their Annual Financial Statements on time, may impact in the timely	The Audit Committee resolved that: If consolidated statement is expected not ready for submission to the Auditor-General by	City Manager	2012/09/25	Resolved	The consolidated reports were submitted late

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			submission of the consolidated Annual Financial Statements	the due date, this should be brought under COGTA's attention as a matter of urgency				
17	02/2012-13/2021 September 2012	2011/12 Annual Performance Report	The Audit Committee requested assurance that there is consistency between IDP and SDBIP. The City Manager stated that the issues raised by Auditor-General will be used to improve the quality of the performance information going forward.	The Audit Committee noted the 2011/12 Annual Performance Report	n/a	n/a	Resolved	
18	02/2012-13/2021 September 2012	General: Appointment of additional Audit Committee members	The City Manager informed the members that two additional members had been identified for appointment by Council to serve on the audit committee: Mr T Mokhesi Ms L Sibanyoni	The Audit Committee noted that additional members to the Audit Committee had been appointed.	City Manager	2012/09/27	Resolved	
19	02/2012-13/2021 September 2012	General: Appointment of additional Audit Committee members	Members requested confirmation on the issue of the non attending member and should he needed to be replaced, to appoint a person with a legal background	The Audit Committee requested that a member with a legal background be appointed to fill the vacancy created with the resignation of Mr Mnisi	City Manager		Resolved	Advert for audit committee members were placed in newspapers, closing date 19 April 2013. Summary of applicants made for evaluation and discussion by the City Manager with the Executive Mayor
20	02/2012-13/2021 September 2012	General: Auditor-General engagement letter and Strategy	The Auditor-General engagement letter and Strategy was tabled for	The Audit Committee noted the documentation submitted by the	n/a	n/a	Resolved	

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			discussion, however the Auditor-General delegation was delayed due to unforeseen circumstances	Auditor-General in the absence of the delegation at the meeting				
21	02/2012-13/2021 September 2012	General: Auditor-General engagement letter and Strategy	The Audit Committee members noted that the audit strategy of the Auditor-General indicated that they are not placing any reliance on the work of internal audit due to the fact that not all the internal auditors are registered at the Institute of Internal Auditors (SA)	The Audit Committee recommended that the City Manager approve the payment of membership fees to the IIA(SA) for the internal auditors if that is the reason why the Auditor-General is not relying on work performed by the internal audit staff	GM: Internal Audit			Outstanding
22	03/2012-13/2130 November 2012	Draft 2011/12 Auditor-General report	The Draft 2011/12 Auditor-General report was discussed and under the matters of Revenue the Auditor-General informed the Audit Committee that there was a lack of supporting evidence of journals passed on the sub ledger and this is the same area where fraudulent journals were passed about 2 year ago. The City Manager informed the Audit Committee that a forensic investigation was performed and on the fraudulent journals and the issue were resolved as far as possible.	The Audit Committee resolved that the report on the progress on the fraudulent journals(billing) be submitted to them	CFO			Outstanding

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
23	03/2012-13/21 30 November 2012	Draft 2011/12 Auditor-General report	Defined Benefit plan obligations The wording used in the draft report did not indicate the magnitude of the error. The actual problem was that a few employees information were not included in the calculations	The Audit Committee resolved that defined benefit plan information should be made available to the Auditor-General, and if the information is not ready in time, that the paragraph in the Auditor-General report to be rephrased to number of employees excluded in relation to the whole population	CFO	2012/11/30	Resolved	The phase was changed from "as many employees were not included" to "a number of employees were not included" in the final document.
24	03/2012-13/21 30 November 2012	Draft 2011/12 Auditor-General report	The Audit Committee was evaluated by the Auditor-General that they did not review the Annual Financial Statements	The Audit Committee resolved that evidence supporting the fact that the AFS was reviewed by them must be provided to the Auditor-General.	GM: Internal Audit	2012/11/30	Resolved	Finding removed from final report
25	03/2012-13/21 30 November 2012	Draft 2011/12 Auditor-General report	The Audit Committee was evaluated by the Auditor-General that they did not review the municipal performance management system	The Audit Committee resolved that the Auditor-General should refer to their report to Council on the matters reviewed by them.	GM: Internal Audit	2012/11/30	Resolved	Finding reworded from "did not advise" to "timeously advised"
26	03/2012-13/21 30 November 2012	Draft 2011/12 Auditor-General report	Internal audit was found not to have audited the effectiveness of the performance management system. This is a contradiction with a finding raised by the Auditor-General stating that there is no functional performance management	The Audit Committee resolved that finding that internal audit did review the performance management system should be disclosed, however in the correct context.	Auditor-General	2012/11/30	Resolved	The final Auditor-General report did not rephrase this finding.

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			system.					
27	03/2012-13/21 30 November 2012	Draft 2011/12 Auditor-General report	Procurement and contract management Legislation allows for the discretion of the City Manager when signing deviations, however how the City Manager came to the justification is not always clear.	The Audit Committee resolved that senior management have a dialogue with the Auditor-General on what would assist them when evaluating the City Manager's approval for deviations	City Manager			Outstanding
28	04/2012-13/22 5 February 2013	Draft 2011/12 Auditor-General report - Mangaung Standalone	A presentation by the Auditor-General on the draft 2011/12 Auditor-General report (Standalone) was made to the Audit Committee before discussion with Council	The Audit Committee resolved that the presentation to Council be put in perspective on the following matters: - Unauthorised, irregular, fruitless and wasteful expenditure - Drivers of audit outcomes - leadership (due to transitional period) - Drivers of audit outcomes - audit committee not "adequately capacitated for the year under review"	Auditor-General	2013/02/07	Resolved	Presentation adjusted to Council

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
29	04/2012-13/22 5 February 2013	Draft 2011/12 Auditor-General report - Mangaung Standalone	The draft 2011/12 Auditor-General report (Standalone), par 71 referred to the right to manage a capital asset without following correct procedures - Brandwag flats	The Audit Committee resolved that management must engage with all avenues to resolve the matter of the Brandwag flats (FRESHCO) to the satisfaction of the Auditor-General	City Manager			Outstanding The municipality met with NT on 18/07/13 regarding the issue of 3rd party or PPP. Documentation has been submitted and the municipality is awaiting the outcome of the assessment. However this will not impact on the financial statements as the accounting treatment is the same.
30	04/2012-13/22 5 February 2013	Draft 2011/12 Auditor-General report - Mangaung Consolidated	The intercompany loan between Mangaung and Centlec was discussed as issues between the two needs to be resolved. One of the issues identified by the CFO is the consumer deposits. Centlec is requesting a portion of the deposits paid, and according to the CFO the deposits were never ring fenced but used for service delivery	The Audit Committee resolved that management should resolve the issue of allocation of money (funds) between Mangaung and Centlec for consumer deposits	City Manager			Outstanding
31	04/2012-13/22 5 February 2013	Draft 2011/12 Auditor-General report - Mangaung Consolidated	The Chairperson referred to par 76-78 were internal audit was mentioned in the consolidated report. The report specifically make mention of the parent municipality's internal auditors. However Centlec received a worse	The Audit Committee resolved that a discussion with the Auditor-General should be held to clarify and discuss the adjustment of the specific reference to the parent municipality's	Audit Committee		Resolved	No change between the document discussed and what is included in the Annual Report 2011/12 placed on website

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			audit opinion but no mention is made of their internal audit function	internal audit				
32	04/2012-13/22 5 February 2013	Draft 2011/12 Auditor-General report - Mangaung Consolidated	A Council meeting is scheduled for 7 February 2013 for the discussion of the AFS and the presence of an audit committee member would be preferable	The Audit Committee resolved that a member be delegated with the responsibility to attend the Council meeting on 7 February 2013.	Audit Committee	2013/02/07	Resolved	Ms Sibanyoni attended the Council meeting
33	06/2012-13/24 26 April 2013	Matters arising	The Audit Committee members recommended that, going forward, matters arising from previous meetings should be highlighted so as to avoid going through each page of the minutes to find resolutions/matters arising	The resolutions taken by the Audit Committee should be captured in a summary with the following columns: • Actual matter arising, • Due date for action to be taken to address the matter, • Responsible person, • Whether or not the matter was resolved, and • Progress (status) on the matter.	GM: Internal Audit	Ongoing		Ongoing
34	06/2012-13/24 26 April 2013	2012/13 Mid-Term non-financial report	Monitoring of the progress on SDBIP targets are difficult to observe as the evaluation is not separately from the actual SDBIP target	The Audit Committee resolved that the Performance Information Reports must be submitted to them with the different individual performance targets colour coded to indicate	DED	Ongoing		Ongoing

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
				performance achievements Green: on target of ahead Yellow: Not on target, but in progress Red: Not on target, no progress				
35	06/2012-13/24 26 April 2013	2012/13 Mid-term Financial Report	The mid-term Financial Report was discussed and the Audit Committee requested confirmation that the municipality complied with timeframes as required by legislation, as well as the situation with conditional grants	The Audit Committee noted the 2012/13 Mid term Financial Report	n/a	n/a	Resolved	
36	06/2012-13/24 26 April 2013	Third Quarter Service Delivery and Implementation Plan Report (SDBIP)	The City Manager indicated to the Audit Committee that the 3rd Quarter SDBIP will be submitted to Council by the end of the month for compliance purposes. The report is in the same format as the mid-term report and as indicated on the table on page 6 of the report, 43% (21% + 22%) projects and/ or services need to be dealt with urgently as they are performing below expectation and /or at an unacceptable level.	The Audit Committee takes note of the report and awaits the internal audit report on the 3rd quarter SDBIP report.	n/a	n/a	Resolved	
37	06/2012-13/24 26 April 2013	Progress on management audit action plan	The CFO submitted a document "An executive summary of the first progress report on the implementation of the audit action plan",	The Audit Committee noted the progress on the Audit Action Plan and indicated that "other" matters should be	n/a	n/a	Resolved	

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			dated 22 April 2013, for information to the Audit Committee.	monitored so as to prevent them being escalating and becoming Audit Report Matters in the future				
38	06/2012-13/24 26 April 2013	Report on Risk Management	The Audit Committee found the risk register submitted does not assist the audit committee in fulfilling their oversight responsibility as they need assurance that management is doing something. The current risk register presented indicates most risks progress as red, what is done by management to address these risks	The Audit Committee resolved that risk management must serve at every audit committee meeting. The following should be available: <ul style="list-style-type: none"> • management action to be taken to address the risks, • the due dates for the implementation of corrective action, • the responsible official (risk owner), • progress made on the implementation of the corrective action. 	CRO	2013/06/28		Ongoing
39	06/2012-13/24 26 April 2013	Report on Risk Management	The CRO stated that the risk management unit is not yet staffed, and she has responsibilities for a different unit under her supervision.	The Chief Risk Officer was requested to submit the total organisational structure for which she is responsible and not only the Risk Management Unit.	CRO	2013/06/28	Resolved	
40	06/2012-13/24 26 April 2013	Progress on the implementation of the audit plan	The GM: Internal Audit presented the Internal Audit Report to the Audit Committee as per MFMA requirement. This report covers the	The Audit Committee note the report with the concern that the report does not allow the Audit Committee to	n/a	n/a	Resolved	

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
			activities of the unit for the three quarters ended 31 March 2013.	monitor the evaluation of the identified corresponding risk				
41	06/2012-13/24 26 April 2013	Progress on the implementation of the audit plan	The reports serves as a prior warning to the Audit Committee that the unit may not complete all the audit projects as included in the internal audit plan and request the Audit Committee to allow the internal audit unit to defer some of the audit projects as listed in the report	The Audit Committee resolve that the matter of deferring audit projects will only be entertained at the next audit committee meeting	GM: Internal Audit	2013/06/28	Resolved	
42	06/2012-13/24 26 April 2013	Audit Committee report to Council	The GM: Internal Audit indicated that there is a requirement that the Audit Committee submits a report to Council. If the members agree, he will assist the Audit Committee with the compilation of the report to the Council.	The Audit Committee resolve that the GM: Internal Audit will prepare the report to Council and circulated it for approval to all audit committee members	GM: Internal Audit	2013/06/28	Resolved	Audit areas to be completed by 31/08/13
43	06/2012-13/24 26 April 2013	General	The Audit Committee would like to be informed regarding the outcome of the dash board report	The Audit Committee resolve that the dash board report (31/03/13) must be circulated to the members electronically as soon as it is ready for discussion	GM: Internal Audit	2013/06/28	Resolved	Dash board discussed at meeting
44	06/2012-13/24 26 April 2013	General	One of the areas of the dash board report is the compliance component	The Audit Committee resolve that the Compliance Unit prepare a report to serve at the next Audit Committee meeting	City Manager	2013/06/28		Outstanding

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
45	06/2012-13/24 26 April 2013	General	Audit Committee meetings must be scheduled in such a way that reports earmarked for discussion is available	The Audit Committee resolve that a time table for the next audit committee meetings are created, taking into account the availability of reports to be discussed.	GM: Internal Audit	2013/06/28	Resolved	Meeting of schedules included in audit committee pack 29/10/13
46	06/2012-13/24 26 April 2013	General	The Audit Committee should be capacitated to allow for quorums going forward	The Audit Committee resolve that management should fill the vacant positions within the committee to allow for quorums going forward	City Manager		Resolved	Council appointed members and confirmation of acceptance was received from the 2 additional members.
47	07/2012-13/25 01 July 2013	3rd Quarter Financial Report	The City Manager gave a brief overview, stating that there is an improvement in the cash situation of the municipality.	The acting chairperson noted the report	CFO		Resolved	
48	07/2012-13/25 01 July 2013	Progress on Dashboard Report	The Audit Committee received feedback on the progress made by management on the drivers of internal controls for the quarter ending 31/03/13	The acting chairperson resolved that the audit committee is happy to see progress and expressed appreciation for management's dedication to improve internal controls	City Manager		Resolved	
49	07/2012-13/25 01 July 2013	Progress on management audit action plan	The updated audit action plan was to be submitted to the audit committee, but a final workshop still needs to be held to obtain the latest correct progress.	The acting chairperson resolved that the audit committee will wait until the workshop with the Auditor-General has been held where after the true progress must be submitted to the audit committee	City Manager			

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
50	07/2012-13/25 01 July 2013	Report on Risk Management	Risk management is a standard item on the agenda of the audit committee in order to allow the members to discharge their responsibility for oversight on matters of risk. Mr Radebe gave feedback on matters relating to risk as identified by the Risk Committee	That the GM Internal audit be a part of the management meetings to allow to monitor for emerging risk	City Manager		Resolved	
51	07/2012-13/25 01 July 2013	Report on Performance Management System	The policies approved by Council on managing the performance of section 56 employees and the terms of reference for the performance management panel was presented to the audit committee	The acting chairperson resolved that the audit committee note the policies and recommend implementation thereof.	City Manager		Resolved	
52	07/2012-13/25 01 July 2013	Revised Internal Audit Charter		The acting chairperson resolved that the charter must include the audit of performance information and a paragraph stating that any consulting services may only be executed with the approval of the audit committee	GM: Internal Audit		Resolved	Amended In Internal Audit Charter submitted 29/10/13
53	07/2012-13/25 01 July 2013	Internal Audit Manual		The acting chairperson resolved that the Internal Audit Manual be approved subject to the amendments requested and confirming no issues remain unresolved in the Audit	GM: Internal Audit		Resolved	Amended In Internal Audit Charter submitted 29/10/13

No .	Meeting No.	Matter/Item Discussed	Matter arising	Resolution	Responsible person	Due date	Resolved	Progress Report
				Action Plan				
54	07/2012-13/25 01 July 2013	Revised Audit Committee Charter	Ms Maree stated that the charter should be aligned with the required oversight of financial information, performance information and compliance issues	The acting chairperson resolved that this issue is a work in progress and should be on the agenda for the next audit committee meeting as "How can we provide assurance".				
55	07/2012-13/25 01 July 2013	Audit Committee assessment Tool	The GM: Internal Audit stated that the Auditor-General in the past said that the Audit Committee is not being evaluated.	The acting chairperson resolved that the assessment should be completed				
56	07/2012-13/25 01 July 2013	Matters Arising		That the matters arising is deferred to the next meeting in order to allow management to respond on outstanding issues				

APPENDIX I MUNICIPAL ENTITY/SERVICE PROVIDER PERFORMANCE SCHEDULE

MUNICIPAL ENTITY/SERVICE PROVIDER SCHEDULE			
Name of Entity & Purpose (i)	(a) Service Indicators	2012/2013	
	(b) Service Targets (ii)	Target	
		Current Year	Actual;
		(iii)	(iv)
<i>Centlec</i>	Number of households with access to electricity	170 130 households have access to electricity	170 130 households have access to electricity
	Number of installed prepaid meters in all proclaimed sites	Service the remainder of households that are below basic level of service	Fully Achieved: 4 039 households in proclaimed sites have access to electricity (households that were below basic level of service)
	Number of RDP households whose electricity connection shifted	1 000 RDP houses' electricity connections shifted	Not achieved
	Percentage of customers provided with electricity connections	100% of new and upgrading customers provided with electricity connections	Fully Achieved: 100% of new and upgrading customers provided with electricity connections
	Percentage of registered indigent households who have access to free basic electricity (FBE)	100% indigent households have access to FBE	All registered indigent households have access to FBE

APPENDIX J: DISCLOSURES OF FINANCIAL INTERESTS

The disclosure of financial interest is confidential information and should be treated as such.

The following sections of the Municipal System Act (MSA), 32 of 2000 as amended, apply :

- **Schedule 2, Section 5A deals with the declaration of financial interest made by persons appointed in terms of section 56 or a municipal manager**

In terms of sub-item 3 of section 5A of Schedule 2 of the Municipal Systems Act the municipal council must determine which of the financial interests referred to in sub-item (1) must be made public, having regard to the need for confidentiality and the public interest for disclosure, however, council has not done such a determination.

- **Sections 5 and 7 of Schedule 1 deals with the declaration of financial interest made by councilors**

In terms of section 7 of Schedule 1 of the Municipal Systems Act the municipal council must determine which of the Councillors' financial interests must be made public having regard to the need for confidentiality and the public interest for disclosure, however, council has not done such a determination and the matter is still pending.

An item was submitted to Council during the 2012/2013 financial year to determine the above, however, the item was referred back to Legal Services to bench mark with other Municipalities.

Until the council has determined which information should be made public, this part of the Annual Report cannot be completed.

APPENDIX K: REVENUE COLLECTION PERFORMANCE BY VOTE AND BY SOURCES

APPENDIX K(I): REVENUE COLLECTION PERFORMANCE BY VOTE

Revenue Collection Performance by Vote						
						R' 000
Vote Description	Year -1	Current: Year 0			Year 0 Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
Vote 1 - City Manager	29	2	2	0		
Vote 2 - Executive Mayor	–	-				
Vote 3 - Corporate Services	6 034	10 164	8 964	5 790	76%	55%
Vote 4 - Finance	670 438	961 591	1 035 911	1 061 616	9%	2%
Vote 5 - Social Services	7 729	32 546	13 855	12 522	160%	11%
Vote 6 - Planning	9 341	5 373	5 373	4 773	13%	13%
Vote 7 - Human Settlement and Housing	95 243	31 793	31 793	14 565	118%	118%
Vote 8 - Fresh Produce Market	17 280	20 561	18 642	18 746	10%	1%
Vote 9 - Engineering Services	346 476	256 040	256 040	295 492	13%	13%
Vote 10 - Water Services	605 846	610 174	610 174	583 374	5%	5%
Vote 11 - Miscellaneous Services	925 597	1 105 739	1 450 103	1 062 024	4%	37%
Vote 12 - Regional Operations	9 261	-	-		0%	0%
Vote 13 - Strategic Projects and Service Delivery Regulation	–	5	5			
Vote 14 - Electricity - Centlec (Soc) Ltd	1 379 603	1 854 328	2 125 162	2 652 310	30%	20%
Total Revenue by Vote	4 072 877	4 888	5 558	5 711 212	14%	3%

APPENDIX K (II) REVENUE COLLECTION PERFORMANCE BY SOURCE

Revenue Collection Performance by Source						
R '000						
Description	Year - 2011/12	Year 2012/13			Year 2012/13 Variance	
	Actual	Original Budget	Adjustments Budget	Actual	Original Budget	Adjustments Budget
Property rates	463 256	493 976	493 976	514 177	4%	4%
Property rates - penalties & collection charges	–	–	–	–		
Service Charges - electricity revenue	1 507 824	1 690 563	1 831 742	1 747 412	3%	-5%
Service Charges - water revenue	447 910	543 286	543 286	514 267	-6%	-6%
Service Charges - sanitation revenue	168 086	132 361	132 361	143 927	8%	8%
Service Charges - refuse revenue	5 241	33 847	33 847	59 877	43%	43%
Service Charges - other	–	–	–	–		
Rentals of facilities and equipment	106 107	24 793	22 663	17 707	-40%	-28%
Interest earned - external investments	16 530	31 717	34 017	33 361	5%	-2%
Interest earned - outstanding debtors	75 858	23 010	224 686	134 576	83%	-67%
Dividends received	–	–	–	–		
Fines	2 885	5 063	4 063	3 829	-32%	-6%
Licences and permits	351	766	797	431	-78%	-85%
Agency services	–	3 527	3 527	8 603	59%	59%
Transfers recognised - operational	584 676	651 134	650 329	873 033	25%	26%
Other revenue	229 752	715 498	859 146	184 779	-287%	-365%
Gains on disposal of PPE	97 608	40	40	2 851	99%	99%
Environmental Protection	–	–	–	–		
Total Revenue (excluding capital transfers and contributions)	3 706 084	4 349 581	4 834 481	4 238 828	-2.61%	-14.05%

APPENDIX L: CONDITIONAL GRANTS RECEIVED: EXCLUDING MIG

Conditional Grants: excluding MIG						
Details	Budget	Adjustments Budget	Actual	Variance		Major conditions applied by donor (continue below if necessary)
				Budget	Adjustments Budget	
Neighbourhood Development Partnership Grant						
Public Transport Infrastructure and Systems Grant	0	15 000	11 338	100%	-32%	
<i>Other Specify:</i>						
Urban Settlement Development Grant	485 967	614 545	491 979	1%	-25%	
Mineral and Energy	25 000	25 000	25 002	0%	0%	
EPWP Incentive Grant	0	3 914	1 716	100%	-128%	
MSIG	0	831	831	100%	0%	
Water Affairs	0	9 316	2 819	100%	-230%	
Human Settlement		12 000	8 282	100%	-45%	
National Government	510 967	680 606	541 967	6%	-26%	
Police, Public Safety and Roads	3 000	9 243	9 146	67%	-1%	
Provincial Government	3 000	9 243	9 146	67%	-1%	
Other Grants						
Motheo District Municipality		5 500				
DBSA Environmental Impact Assessment Grant		916	916	100%	0%	
City of Ghent		512	422	100%	-21%	
Other Grants		6 928	1 338	100%	-418%	
Total	513 967	696 777	552 451	7%	-26%	

APPENDIX M: CAPITAL EXPENDITURE – NEW & UPGRADE / RENEWAL PROGRAMMES
APPENDIX M (1): CAPITAL EXPENDITURE – NEW ASSET PROGRAMME

Capital Expenditure - New Assets Programme*							
R '000							
Description	2012	2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	212 063	289 018	304 251	326 865	394 850	331 637	378 900
Infrastructure: Road transport - Total	4 642	45 339	48 324	32 409	135 523	182 426	250 150
<i>Roads, Pavements & Bridges</i>	4 642	45 339	48 324	32 409	35 523	182 426	250 150
<i>Storm water</i>	–	–	–	–			
Infrastructure: Electricity - Total	113 694	163 689	161 407	248 481	–	–	–
<i>Generation</i>	0	0	0	0	0	0	0
<i>Transmission & Reticulation</i>	113 694	163 689	161 407	248 481	0	0	0
<i>Street Lighting</i>	0	0	0	0	0	0	0
Infrastructure: Water - Total	30 974	23 000	30 788	25 212	145 419	70 000	10 000
<i>Dams & Reservoirs</i>	30 974	–	–	–	145 419	70 000	10 000
<i>Water purification</i>	–	–	–	–	–	–	–
<i>Reticulation</i>	–	23 000	30 788	25 212	–	–	–
Infrastructure: Sanitation - Total	43 274	56 990	63 732	20 763	112 707	78 011	116 550
<i>Reticulation</i>	0	0	0	0	0	0	0
<i>Sewerage purification</i>	43 274	56 990	63 732	20 763	112 707	78 011	116 550
Infrastructure: Other - Total	19 479	–	–	–	1 200	1 200	2 200
<i>Waste Management</i>	–	–	–	–	1 200	1 200	2 200
<i>Transportation</i>	19 479	–	–	–	–	–	–
<i>Gas</i>	–	–	–	–	–	–	–
<i>Other</i>	–	–	–	–	–	–	–
Community - Total	6 162	17 350	27 756	11 495	29 280	40 752	55 700
<i>Parks & gardens</i>	0	9 350	9 350	63	7 300	12 002	24 500
<i>Sportsfields & stadia</i>	6 117				16 500	20 500	11 000
<i>Swimming pools</i>	–						
<i>Community halls</i>	–						
<i>Libraries</i>	–						
<i>Recreational facilities</i>	–	8 000	8 119	5 961	2 500	–	–
<i>Fire, safety & emergency</i>	–						
<i>Security and policing</i>	46	–	10 288	5 471	2 980	8 250	20 200
<i>Buses</i>	–						
<i>Clinics</i>	–						
<i>Museums & Art Galleries</i>	–						
<i>Cemeteries</i>	–						
<i>Social rental housing</i>	–						
<i>Other</i>	–						
<i>Table continued next page</i>							

Table continued from previous page							
Capital Expenditure - New Assets Programme*							
R '000							
Description	2012	2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Heritage assets - Total	-	2 500	2 500	450	-	-	-
Buildings		2 500	2 500	450			
Other							
Investment properties - Total	8 894	9 500	16 688	9 425	20 835	25 407	47 500
Housing development	8 894	9 500	8 400	5 081	20 835	25 407	47 500
Other			8 288	4 345			
Other assets	28 867	74 248	97 233	45 957	348 839	414 670	317 537
General vehicles	11	36 148	42 882	17 174	47 974	52 047	35 350
Specialised vehicles						11 631	24 760
Plant & equipment	14 306		7 500	2 000	3 766	1 984	5 008
Computers - hardware/equipment	2 600	2 000	6 000	4 698	400	500	
Furniture and other office equipment	11 288	9 100	15 116	10 911	10 845	6 350	4 520
Abattoirs							
Markets	595						
Civic Land and Buildings		10 000	10 000	(2 224)	234 800	287 600	232 400
Other Buildings					51 000	54 558	15 500
Other Land		9 500	9 635	7 837			
Surplus Assets - (Investment or Inventory)							
Other	67	7 500	6 100	5 560	54		
Agricultural assets	-	-	-	-	793	-	-
List sub-class							
					793	0	0
Biological assets	-	-	-	-	-	-	2 000
List sub-class							2 000
Intangibles	-	-	-	-	-	-	-
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on new assets	255 987	392 616	448 428	394 192	794 597	812 467	801 638
Specialised vehicles	-	-	-	-	-	11 631	24 760
Refuse					0	0	0
Fire					0	11 631	24 760

Conservancy					0	0	0
Ambulances					0	0	0

APPENDIX M (11) : CAPITAL EXPENDITURE – UPGRADE / RENEWAL
PROGRAMME

Capital Expenditure - Upgrade/Renewal Programme*							
R '000							
Description	2012	2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
Infrastructure - Total	288 157	333 552	507 020	405 127	291 113	350 476	204 500
Infrastructure: Road transport -Total	160 819	88 030	192 077	149 656	86 294	52 330	90 300
Roads, Pavements & Bridges	160 819	88 030	192 077	149 656	86 294	52 330	90 300
Storm water	0	0	0	0	0	0	0
Infrastructure: Electricity - Total	5 018	19 079	19 079	(5 723)	100	100	100
Generation	0	0	0	0	0	0	0
Transmission & Reticulation	5 018	19 079	19 079	(5 723)	–	–	–
Street Lighting	–	–	–	–	100	100	100
Infrastructure: Water - Total	47 518	24 000	60 362	60 438	146 974	227 946	104 000
Dams & Reservoirs	47 518	–	–	–	146 974	227 946	104 000
Water purification	–	–	–	–	–	–	–
Reticulation	–	24 000	60 362	60 438	–	–	–
Infrastructure: Sanitation - Total	73 471	92 311	102 608	85 790	37 295	54 500	–
Reticulation	0	0	0	0	0	0	0
Sewerage purification	73 471	92 311	102 608	85 790	37 295	54 500	0
Infrastructure: Other - Total	1 331	110 132	132 894	114 966	20 450	15 600	10 100
Waste Management	1 331	75 945	89 958	79 165	19 950	15 600	10 100
Transportation	–	9 000	16 500	9 411	500	–	–
Gas	–	–	–	–	–	–	–
Other	–	25 187	26 437	26 390	–	–	–
Community	14 036	5 000	24 094	19 662	–	2 326	7 340
Parks & gardens							
Sportsfields & stadia	11 000				–	2 326	2 340
Swimming pools							
Community halls		3 500	7 500	6 284			
Libraries		–	829	95			
Recreational facilities	3 036	1 000	13 765	11 782			
Fire, safety & emergency							
Security and policing		500	2 000	1 500	–	–	5 000
Buses							
Clinics							
Museums & Art Galleries							
Cemeteries							
Social rental housing							
Other							
Heritage assets	–	–	–	–	320	–	–
Buildings					320	0	0
Other							
Table continued next page							

Table continued from
previous page

Capital Expenditure - Upgrade/Renewal Programme*

R '000

Description	2012	2013			Planned Capital expenditure		
	Actual	Original Budget	Adjustment Budget	Actual Expenditure	FY + 1	FY + 2	FY + 3
Capital expenditure by Asset Class							
<u>Investment properties</u>	–	–	556	379		–	–
Housing development		0	556	379			
Other		0	0	0			
<u>Other assets</u>	6 870	9 000	13 914	3 512	6 542	5 754	8 198
General vehicles	14	–	500	438			
Specialised vehicles							
Plant & equipment		1 000	400	–	5 842	5 254	7 698
Computers - hardware/equipment	249	–	–	–			
Furniture and other office equipment	6 607	–	–	–			
Abattoirs							
Markets		–	328	259	700	500	500
Civic Land and Buildings		8 000	12 687	2 814			
Other Buildings							
Other Land							
Surplus Assets - (Investment or Inventory)							
Other							
<u>Agricultural assets</u>	–	–	–	–	1 900	2 100	2 400
List sub-class					1 900	2 100	2 400
<u>Biological assets</u>	–	–	–	–	–	–	–
List sub-class							
<u>Intangibles</u>	–	–	–	–	–	–	–
Computers - software & programming							
Other (list sub-class)							
Total Capital Expenditure on renewal of existing assets	309 063	347 552	545 584	428 679	299 875	360 656	222 438
<u>Specialised vehicles</u>	–	–		–	–	–	–
Refuse							
Fire							
Conservancy			7				
Ambulances							

APPENDICES N: CAPITAL PROGRAMME BY PROJECT

Capital Project	Original Budget	Adjustment Budget	Actual
WATER			
Project A- Naval Hill Reservoir 35 ML	34,940,145	34,940,14	20,222,398
Project B-New 45 ML Longridge Reservoir	10,000,000	10,000,000	9,294,934
Project C- New 45 ML Longridge Reservoir	16,560,351	17,321,091	16,072,169
Project D –Upgrading of Maselpoort Pump Supply	30,810,714	26,095,357	25,948,890
Project E –Refurbishment of water supply system	9,000,000	17,786,730	17,545,367
Project F- Real loss reduction programme (water)	9,000,000	9,900,000	9,880,164
SANITATION/SEWERAGE			
Project A-North Eastern WWTW (15ML/Day	43,100,000	55,100,000	54,561,811
Project B-Addition of 10ML to SterkWater WWTW	13,500,000	1,500,000	1,303,113
Project C- Waterborne Sanitation in Ratau and Moroka	5,000,000	5,000,000	2,626,521
Project D- Waterborne Sanitation in Bultfontein 2	5,000,000	5,000,000	3,939,837
Project E- Addition of Addition of 10ML to SterkWater WWTW	44,990,492	25,106,569	6,138,627
ELECTRICITY			
Project a- electrification connection (dme)	10,000,000	10,000,000	9,396,177
Project B-Installation of Smart Meters	20,000,000	20,000,000	21,504,788
Project c –public electricity connections	24,767,424	24,767,424	18,775,996
Project d –clover dc:132 kv 30mva dc	15,000,000	15,000,000	31,675,903
HOUSING			
Thaba Nchu Station Site	1,000,000	1,080,000	0
Pro-Active Acquisition of Land	6,5 00,000	6,5 00,000	4,718,351
Further Acquisition of land for Human Settlements	6,000,000	8,566,4040	8,582,992
White City bulk infrastructure	3,000,000	3,5 00,000	929,415
Brandwag Sewer	8,000,000	-	-
Brandwag Electrical Substation	5,000,000	5,000,000	2,704,060
REFUSE REMOVAL			
Upgrading and construction of northern	5,150,000	6,441,918	4,609,673
Upgrading and construction of southern	3,880,000	3,880,000	2,226,164
Upgrading and rehabilitations of Botshabelo	2,000,000	2,000,000	811,346
Closure of Thaba Nchu landfill sites	880,000	880,000	0.00
Development of transfer station in Thaba Nchu	500,000	500,000	500,000
Closure of Thaba Nchu landfill site	0	771,930	771,929
Upgrading and construction of northern	0	1,438,336	1,438,335
Upgrading and rehabilitations of Botshabelo	0	967,526	967,525
Upgrading and construction of Southern	0	2,112,594	2,112,593
STORMWATER AND ROADS			
Upgrading of streets and stormwater: regional 1	3 668 992	3 668 992	288 850
Upgrading of roads&sw: hokatho vaphi	7 000 000	9,000,000	5 055 886
Airport link(contribution to sanral)	10,000,000	16,265,861	16,096,491
Haldon/ van schalkwyk intersection road improvements and traffic signal control	5 000 000	4,000,000	4 000 000
Resealing of streets	20,000,000	26,693,493	20,189,674

PLANNING AND ECONOMIC DEVELOPMENT			
Township establishment future residential	0	720 381	362 212.25
Engineering design of 2 nodes	8,000,000	6 750 000	2, 051, 994
Services reticulation of MMM land within	25,186,509	26, 436, 509	26,389, 875
Concept and detail design for MMM land	9,000,000	9,000,000	5,572,538
Design of two nodes n8	0	6,000,000	5, 560,4304
Establishment of GIS system	10,000,000	2,000,000	1 658 300.00
SPORTS, ARTS & CULTURE			
Refurbishment of Tennis Courts, Caleb Motshabi	-	1,017,632	1,017,631
Resurfacing of Free State Stadium Athletic Stadium	-	8,508,424	8,464,711
Stadium swimming pool	8,000,000	8,118,738	5,960,535
Boxing Arena	2,500,000	2,500,000	449,647
Community hall, Botshabelo	3.500000	1500000	574030
Community Hall, Botshabelo	0	6,000,000	5,710,030
Heidedal Swimming Pool	1,000,000	3,000,000	1,064,639
SOCIAL SERVICES			
Upgrading Hamilton Cemetery	-	135 000	133 351
Perimeter Fencing Botshabelo Cemetery	6 400 000	6 400 000	35 632
Perimeter Fencing Thaba 'Nchu Cemetery	2 500 000	2 500 000	27 444
Ablution Block Thaba 'Nchu	450 000	450 000	0
Feasibility Study into Zoo Relocation	2,000,000	2,000,000	1,126,720
Upgrading/Development Parks Bloemfontein	1000000	1270000	1207767
Upgrading/Development Parks Botshabelo	1000000	865000	148500
Upgrading/Development Parks Thaba 'Nchu	1000000	865000	146575
Nelson Mandela Statue Site Preparations	8287710	8287710	4344733
Establishment / construction of a purpose build disaster management centre.	500,000	500,000	0
Safety and Security			
Installation of CCTV cameras	3,000,000	0	2,984,880
Traffic Law Enforcement Cameras (Fixed)		1,500,000	1,500,000
Traffic Law Enforcement Cameras (Digital)		2,000,000	2,000,000
ICT and Other			
Information management system enhancement	2 000 000	10 053 036	8,848,523
Desktop computers (desktop)	2 000 000	6 000 000	4,698,495
Information management enhancement	0	831 151	701 754

APPENDIX N – CAPITAL PROGRAMME BY PROJEC 2012/2013

Capital Programme by Project: 2013					
					R' 000
Capital Project	Original Budget	Adjustment Budget	Actual	Variance (Act - Adj) %	Variance (Act - OB) %
Water					
NAVAL HILL RESERVOIR 35 ML	34 940	34 940	20 222	-73%	-73%
NEW 45 ML LONGRIDGE RESERVOIR	10 000	10 000	9 295	-8%	-8%
NEW 45 ML LONGRIDGE RESERVOIR	16 560	17 321	16 072	-8%	-3%
Sanitation/Sewerage					
NORTH EASTERN-WWTW (15ML/DAY) AND 1	43 100	55 100	55 138	0%	22%
OUTFALL FROM BLOEMSPRUIT WWTW TO THE RAC	4 345	4 345	1 778	-144%	-144%
Electricity					
EXTENSION AND UPGRADING OF THE 11KV OVER	583	583	714	18%	18%
ELECTRIFICATION CONNECTIONS DME	10 000	10 000	32 489	69%	69%
Housing					
PRO-ACTIVE ACQUISITION OF LAND FOR HUMAN	6 500	6 500	4 718	-38%	-38%
FURTHER ACQUISITION OF LAND FOR HUMAN SE	6 000	8 566	8 583	0%	30%
Refuse removal					
UPGRADING AND REHABILITATIONS OF BOTSHAB	2 000	2 000	811	-147%	-147%
CLOSURE OF THABA NCHU LANDFILL SITES	880	880	–	0%	0%
Stormwater					
UPGRADING OF ROADS & STORMWATER	129 159	237 605	189 974	-25%	32%
RESEALING OF ROADS	–	3 424	3 424	0%	100%
Economic development					
TOWNSHIP ESTABLISHMENT FUTURE RESIDENTIA	–	720	362	-99%	100%
TOWNSHIP STABLISHMENT BOTSHABELO WEST EX	1 500	100	–	0%	0%
Sports, Arts & Culture					
REFURB OF TENNIS COURTS - FS TENNIS STAD	–	192	192	0%	100%
REFURB OF TENNIS COURTS - CALEB MOTSHABI	–	1 018	1 018	0%	100%
Environment					
EXTENTION OF BAYSWATER LABORATORY BUILDI	–	5 500	–	0%	0%
ESTABLISHMENT / CONSTRUCTION OF PURPOSE	500	500	–	0%	0%
Health					
	–	–	–	0%	0%
	–	–	–	0%	0%
Safety and Security					
TRAFFIC LAW ENFORCEMENT CAMERAS (FIXED)	–	2 000	2 000	0%	100%
CCTV	3 000	3 000	2 985	-1%	-1%
ICT and Other					
INFORMATION MANAGEMENT SYSTEM ENHANCEN	2 000	10 053	8 849	-14%	77%
DESKTOP COMPUTERS (DESKTOP	2 000	6 000	4 698	-28%	57%